MAY 1, 1959

50¢

Sales Management

THE MAGAZINE OF MARKETING

How to Figure 20 Years Ahead

(with Sales Management's May 10 Survey of Buying Power)

Page 33

Monsanto's VP for Marketing Discusses the...

Changing Language of the Sales Call

Page 44

SM's Sales Leadership Panelists Speak Out On...

Advertising Agencies "Most Admired"

Page 89



IT'S THE PROS THAT DELIVER TODAY!

In today's market, it's the professional sales pitch that produces the business. The man who knows his product, knows his customers and watches his sales signals wins the close ones.

With Jam Handy training aids you can keep your team in top form, professionally conditioned for every opportunity, with lucid explanations of your product or services and visual proof of your superiorities. Jam Handy motion pictures let you review selling fundamentals interestingly, let you show salesmen how to put new stuff on the ball.

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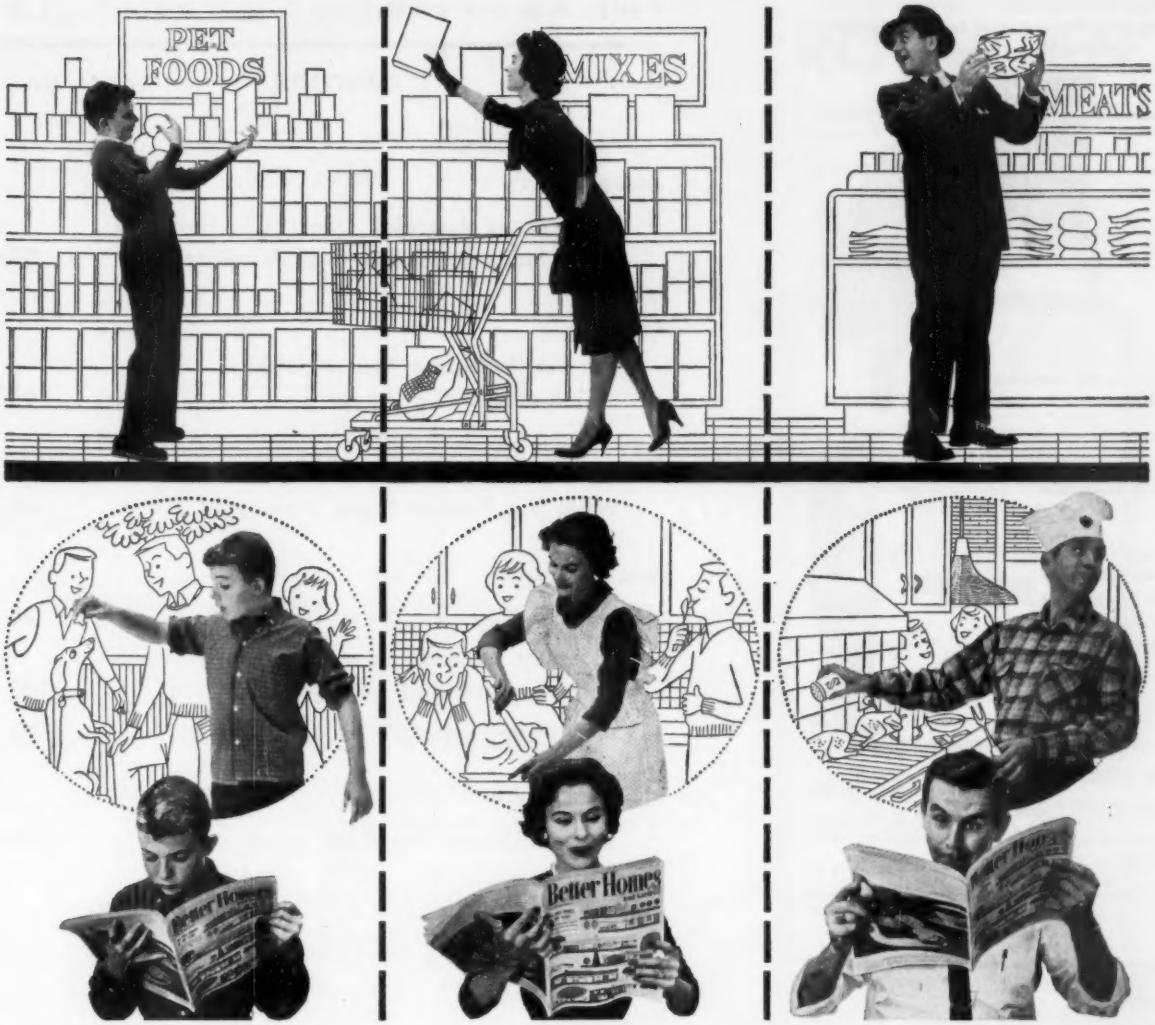
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There's never a food page in Better Homes and Gardens that doesn't "ask for the order," that doesn't say, in effect, "*You* can do this, too!" But this editorial recipe for exciting people to try it or buy it isn't reserved for food pages only. The magic of ideas moves BH&G readers to decorate, to build, to travel by its pages—to "live by the book." And since an average of 15½ million men and women read Better Homes and Gardens each month, that means a lot of people acting on a lot of ideas! Advertising is welcome and productive in Better Homes and Gardens' atmosphere of ideas. For BH&G has a gift for making people want things so much that they're ready to go out and buy them.

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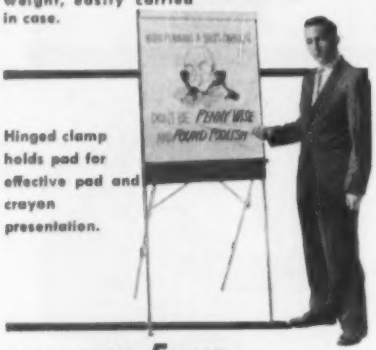
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ARLINGTON ALUMINUM COMPANY

19005 W. Davison • Detroit 23, Michigan

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☐ Arlington P-O-P Permanent Displays

name_____

title_____

company_____

address_____

city_____ zone_____

state_____

Sales Management

THE MAGAZINE OF MARKETING

May 1, 1959 — Vol. 82 No. 9

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COMING SOON

"The Stan-Pak Story"

Forty-year-old Standard Packaging Corp. did a $24 million volume in 1955. This year it plans to reach $97 million . . . and $500 million by 1965.

The company, which is geared to the "convenience living" trend, expects to grow some 10 times faster than the fast-growing industry of which it is a part. Big factor in this growth will be new products. But, not to be overlooked is Stan-Pak's $1,250,000 advertising budget—more than four times the budget it had last year!

Sales Management

Executive Offices: 630 Third Ave., New York 17, N. Y., YUkon 6-4800

HIGHLIGHTS

MEASURING TOMORROW'S MARKETS TODAY

In trying to map the future of world politics—or of markets—the past is frequently a good guide to what lies ahead. So, reasons Dr. Hector Lazo, why not use present and past issues of Sales Management's Survey of Buying Power as a "market history book," from which to predict your company's market situation in the decades ahead? Page 33

AD AGENCIES "MOST ADMIRED"

Which agencies do Sales Leadership Panelists pick as their first choice? Second? Third? Why do they prefer them. What do sales chiefs say about an agency's own ads, people, policies? Page 89

CHANGING LANGUAGE OF THE SALES CALL

Prospects and customers expect you, the sales executive, to talk profits, marketing, management and technology with them when you make sales calls. But have you trained your salesmen to talk in like terms? Monsanto's marketing v-p talks candidly. Page 44

WHY DEEP CONCERN NOW ABOUT EXPORTS?

"We're paying more attention to export today than five years ago," say 59% of Sales Management readers who responded to a special survey. Respondents also report that 31% of them are in charge of both domestic and export sales. Page 104

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Only the
ROTARIAN
brings your sales message to this concentrated
"action audience"
Every copy reaches an active businessman who can make a decision to buy your product!



and . . . this "man-of-action" has an average income of $14,429 to make him an active customer for insurance, travel, sporting goods and clothes.

THE ROTARIAN reaches 354,620 "men-of-action" at the low, low cost of only $3.72 per thousand!

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The Rotarian
AN INTERNATIONAL PUBLICATION
1600 Ridge Ave., Evanston, Ill.

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Contests



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Write on company letterhead for price information or business gift counselling service.

GOLDEN-HUED Dirilyte

DIRILYTE COMPANY OF AMERICA, INC.
Kokomo, Indiana

Sales Management

EXECUTIVE OFFICES: 630 Third Ave., New York 17, N. Y., YUkon 6-4800

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would ready change increase your sales?

By making change available on the spot in handy, low cost coin changers, many once static businesses are now enjoying big sales gains, opening whole new markets, cutting costs and pleasing more customers. Automatic laundries, for example, now operate 24 hours a day, completely unattended. New York subway users now get to their trains faster and enjoy new convenience.

What about your business? Would immediate availability of change help you create new sales? STANDARD CHANGE MAKERS has, or will build the coin changer you need, even for tokens or foreign coins.

Write for full information today!

Standard Change-Makers, Inc.
422 E. New York St.
Indianapolis, Indiana

World's largest manufacturer of separate 5¢, 10¢, 25¢ and 50¢ coin changers. District offices in 17 major cities throughout the United States.

a product of

STANDARD CHANGE-MAKERS



Fun for the whole family! **Kodak's Brownie Starflash Camera featured in Purolator's promotion. $8.95 list**

"A smash hit with dealers!"

Purolator breaks all sales records with this Kodak premium!

Purolator has moved millions of oil filters with the biggest camera premium promotion in 20 years. Nearly 150,000 Brownie Starflash Cameras were distributed to the automotive service trade for the most successful dealer promotion in Purolator history.

We asked Purolator why it chose this premium. The answer: "Because we knew everybody likes to take pictures—young and old, men and women alike—it's fun for the whole family! And because of Kodak cameras' unmatched consumer appeal, we were sure a Kodak premium would bring in more sales for our premium dollar! Results bear this out!"

This Purolator promotion, like many others, proves Kodak cameras are "naturals" for premium use . . . *They are most-wanted by customers and prospects everywhere!* And this acceptance is backed up by the biggest ad campaign in the industry.

Mail coupon today and learn how Kodak premiums can help your next promotion—as dealer and sales force incentives, as traffic builders and consumer premiums, for every sales effort!

There's the right camera or outfit for your promotion in Kodak's full line from $4.25 to $850!

Prices are list and subject to change without notice.

EASTMAN KODAK COMPANY, Rochester 4, N. Y.

MAIL COUPON TODAY

EASTMAN KODAK COMPANY, Premium Sales Office, Rochester 4, N. Y. 222-5
Please send me more details on promotion opportunities with Kodak premiums.

Name_____ Position_____

Company_____ Street_____

City_____ State_____

Kodak TRADEMARK

How Shall Advertising Be Judged?

A leading "practitioner" of advertising (as he likes to be called) argues that advertising outlays and sales returns should be divorced. Henry Schachte, Lever Brothers Co. officer, and chairman of the Association of National Advertisers, told a Workshop session of that group, "The dollar sales resultfulness of advertising can't now be predicted, even approximately. And it won't be. We can't give—we shouldn't even promise or imply—anything like a predictive evaluation of advertising expenditures. And what's so bad about that?"

What's so bad about that is the implication that Schachte favors a throwback to the old days when some advertising man tried to put over the idea that advertising and sales were separate entities, poles apart, and that sales officers had no right to "mess into" advertising, because the latter could be prepared and administered only by geniuses with a special God-given talent available only to a chosen few.

Advertising, when at its most successful best, is integrated into the overall sales plan, and is a tool of selling, along with personal selling, shows, public relations, direct mail and a host of other forces.

To the extent that the success of the complete sales plan cannot always be predicted, with real accuracy, a long term ahead, we would string along with Schachte, but we don't dig his point that advertising expenditures shouldn't be evaluated in terms of sales results at some period. Whether the advertising be broadly institutional in nature or designed to bring immediate action, it can be justified in the long run only if sales are produced on a profitable basis.

When Is Enough Enough?

Would you like to see advertising signs on your city's street light poles?

Money-pressed New York City is considering just such an idea.

The bill that would authorize the city to sell advertising space on light poles thoughtfully provides that signs must be small enough so that they would not "unreasonably interfere with the use of the streets by the public or with the operation of any such street light posts or poles."

Our cities need new sources of revenue. And Americans have demonstrated their capacity to absorb an astonishing variety of advertising devices. So we're braced for signs on our street light poles, and no doubt, on traffic lights, too. All we ask is that no advertiser copyright and market such brands as "Stop," "Go," "No Left Turn," "No Right Turn," or "Cross on the Green."

(continued)



AUTO OWNERSHIP UP! . . . . 20% of Minnesota's families now have two, three or more cars . . . UP 29% from a year ago, 43% over the U.S. average.



CONSTRUCTION GOING UP! . . . $20 million in 1959 downtown Minneapolis business construction . . . $31 million expansion of Minneapolis-St. Paul airport . . . $35 million Mississippi river harbor project at Minneapolis . . . $182 million in new Minnesota highways.









ECONOMIC BAROMETER UP! . . . February "Help Wanted" listings in Minneapolis Star and Tribune UP 40% over a year ago . . . January greatest month for classified advertising volume in Minneapolis Star history, topping all U.S. evening newspapers.

INDUSTRIAL DEVELOPMENT UP!... Upper Midwest utilities on the first leg of a four-year, $500 million expansion. One company alone increased its 1959 research budget to $4 million. Minnesota development corporations forming at rate of one a week!

CIRCULATION UP!... New all-time circulation highs for the Minneapolis Star and Tribune: more than 500,000 combined daily, 635,000 Sunday, in the 223-county, 3½-state Upper Midwest market!

EVERYTHING'S UP IN THE UPPER MIDWEST!





Minneapolis Star and Tribune

EVENING — MORNING AND SUNDAY

635,000 SUNDAY · 500,000 DAILY

JOHN COWLES, *President*

When "No" and "Nyet" Meet

John E. McKeen, president of Chas. Pfizer & Co., Inc., 110-year-old pharmaceutical and chemical manufacturer, is hardly an alarmist. He points out that industrial executives who are moving up the management ladder today will be brushing shoulders with Soviet trade emissaries within their business lifetime.

"At the international bargaining table," he continues, "they will have to convince the world not only that they have a better product to sell, but a better system, and a better way of life."

McKeen could be talking about you.

Advertising Now More Efficient

If you believe that appropriations for advertising have grown in recent years, you should take a second look. Ad spending has grown in dollars, yes. But what about the growth of advertising spending in relation to the growth in national income? Now you get a different story, which is worth immediate investigation.

Ad spending as a percentage of national income has actually been tapering off at a level permanently lower than any pre World War II period. The present level of spending is actually two thirds of that of the 1920's.

This startling disclosure, which runs contrary to accepted general impression, is made in the April issue of The Journal of Marketing of the American Marketing Association.

The conclusion is based on a study undertaken by Dr. Kenneth H. Myers, chairman of the Department of Production Management of the Northwestern University School of Business.

Tapering off in advertising growth is evident in the period 1950 through 1957, when percentages (of total U. S. income spent on advertising) were 2.4 for 1950, 2.8 for 1955, 2.9 for 1957.

The author concludes that efficiency of total advertising expenditures has markedly increased in the past 30 years. This means that although advertisers are spending significantly less money today—as a percent of national income—they are getting more for their money as a result of considerably increased exposure of their advertising messages.

All-time high for ad spending, as a percent of national income, was in 1920, when ad appropriations were equal to 4.3% of total national income.

Low point to date was reached in 1945 when ad costs were equal to only 1.6% of the national income.

Now the concluding shocker. Dr. Myers has analyzed consumer magazines, newspapers, and businesspaper space/circulation costs since 1919. He concludes that in terms of "constant dollars" based on the Bureau of Labor Statistics Index, printed media costs have declined approximately 40% since 1929.

A WHBF PLUS SIGN NO. 1



Standing, is Ted Arnold, WHBF Stations' Sales Manager, a member of the school board, shown in session.

Community leadership by staff people enhances WHBF value—for advertisers

The esteem that WHBF enjoys in its home town community—the Quad-Cities—is deeply rooted. Since 1925 this station has had the advantage of constructive management by community-minded people. In accordance with this philosophy, WHBF has attracted a staff of like quality.

Probably no other organization in the Quad-City area contributes more man hours, on and off the job, to helping and cooperating with every worthwhile project.

The result of such community leadership and participation has accumulated over the years into a tremendous amount of acceptance for WHBF.

This excellent stature, although it cannot be worked into a rate card, is a tangible plus that WHBF advertisers share with us in the Quad-Cities.

Ask Avery-Knodel, or write to Maurice Corken, WHBF, Telco Bldg., Rock Island, Ill., for recommendations and availabilities . . . radio or television.

STRONG & PRODUCTIVE FROM DEEP ROOTS

WHBF

Covering Eastern Iowa — Western Illinois • RADIO & TELEVISION

"BIG WHAT?"

"We Americans inherited a big country. We have made it bigger. But isn't it about time that—in the advertising world especially—we try to apply some *qualitative* standards to the audiences that we strive to reach? ***Isn't it about time that we realize there are very, very few products for which advertising and marketing efficiency cannot be improved with one degree or another of selectivity?***

Name me a good copywriter, from the days of Claude Hopkins to the present, who, as he worded his message, didn't mentally select a hypothetical group of people to which he addressed that message. Has this reasoning no place in media selection and buying?

We have people in our profession who say, 'People are people'. And thus they give a commonality to human beings which does not exist in fact.

Let us assume, for instance, that there is an event in Soldiers Field which has attracted 100,000 people. Let us ask, 'Do these people have a commonality permitting us to buy their audience on a basis of numbers?'

There are children in the group, and there are octogenarians. There are people of all ages and both sexes. So we must divide the interests of the group in many important aspects. ***And it is this division of interest that must determine what we say to them and where we say it.***

Our group in Soldiers Field tonight may be watching a prize fight. Tomorrow night that same field will be filled with an equal number of people who are attending the annual music festival.

To these two groups, would you address the same advertising message? Would you put it in the same me-

HEARST MAGAZINES
13 KEYS TO 13 SPECIAL INTEREST MARKETS



In a speech before leading media directors of Chicago agencies, Arthur L. Decker, Senior Vice President of Henri, Hurst & McDonald Inc., set forth some frank opinions on the use of media today—asserting that circulation size is not the sole, or even the most important, measure of effectiveness. On the subject of bigness per se he asks: "Big What?"—and follows the question with the comments on these pages.

dia? Of course you wouldn't. If you did, you would have to deal with that thin layer of commonality which applies to all of them. ***And, thus, your advertising concept and execution becomes like the Powder River—a mile wide and an inch deep.***

Research has shown, time and time again, that where the advertising message has been written specifically for a selected audience of a selected publication, the traffic in all three classifications is much heavier. In other words, the 'people-are-people' type of approach is ineffective to a selected audience.

On the other hand, a specialized message to an audience of specialized interest is most effective. Does it not therefore follow that the specialized audience becomes just as important as the specialized copy? I ask you then, why in our admiration of bigness we so often fail to consider the specialized interest of the audience?

Magazines differ widely in editorial concept and content. Can we view them as so much circulation? And how much is the effectiveness of any given ad affected by the context of the editorial matter?

Figures alone are not enough in measuring any advertising medium. They must be interpreted in terms of human beings. We must know what *kind* of people read a given publication... before we set out to write the selling message directed towards them. We want an analysis of the climate, the atmosphere, the context surrounding each advertisement. Will it be read in the kitchen, the living room, or the office? What of the mood created by the editorial matter?

In short, what special interest factors create a special sales promotion force for advertisers...a force that is something a good deal more than a 'mile wide and an inch deep'?

• Town & Country • Cosmopolitan • Sports Afield • Popular Mechanics • Motor
• Good Housekeeping • Bride & Home • American Druggist • House Beautiful
• Motor Boating • Harper's Bazaar • Science Digest • New Medical Materia

the **only** publication that gives you **complete coverage of the doctor** as a consumer

The A.M.A. News reaches over 238,000 doctors with the news and information they want . . . and is the best medium for selling this class market on your product.

THE AMA NEWS

Published by the
American Medical Association
535 North Dearborn St., Chicago 10, Illinois

CORPORATE CLOSE-UP

KEYSTONE

Focusing on Big Ticket Sales

"Normally the trend for a new industry is to start with a relatively small number of high price units and to have the average price come down as the number of units goes up—thus reaching a mass market."

That comment comes from Robert C. Berner, executive vice president of Keystone Camera Co., Inc., Boston. It describes the marketing moves that motion picture equipment manufacturers have made to create an estimated 1959 volume of $250 million (a little more than half for equipment, balance in film and accessories).

Privately held, 40-year-old Keystone has been as competitive price-wise as the rest of them (Berner says his firm is in the top industry three. The other two: Eastman Kodak, Bell & Howell). It now markets an 8mm camera and projector combination for $99; a camera for $34.95. But a few years ago, Keystone began swimming against the tide.

Bob Berner explains: "Back in 1951, when some in the industry thought the only way to uplift the then small, temporarily static industry was to bring out very low price equipment, Keystone brought out the highest price 8mm projector on the market. The following year we brought out an even more expensive version which retailed for $159.50, a price more than double the popular projectors of the day. We were somewhat unprepared for the tremendous demand which ensued. Then, each year we expected to see the demand filled and the market saturated. Instead, volume increased steadily and, although our overall volume was increasing, the projector (K-109) remained in the forefront and provided us with better than 20% of our business. This has been true right up to recently." In 1952 the company launched a similar program for turret cameras which was also successful, though not to the same degree.

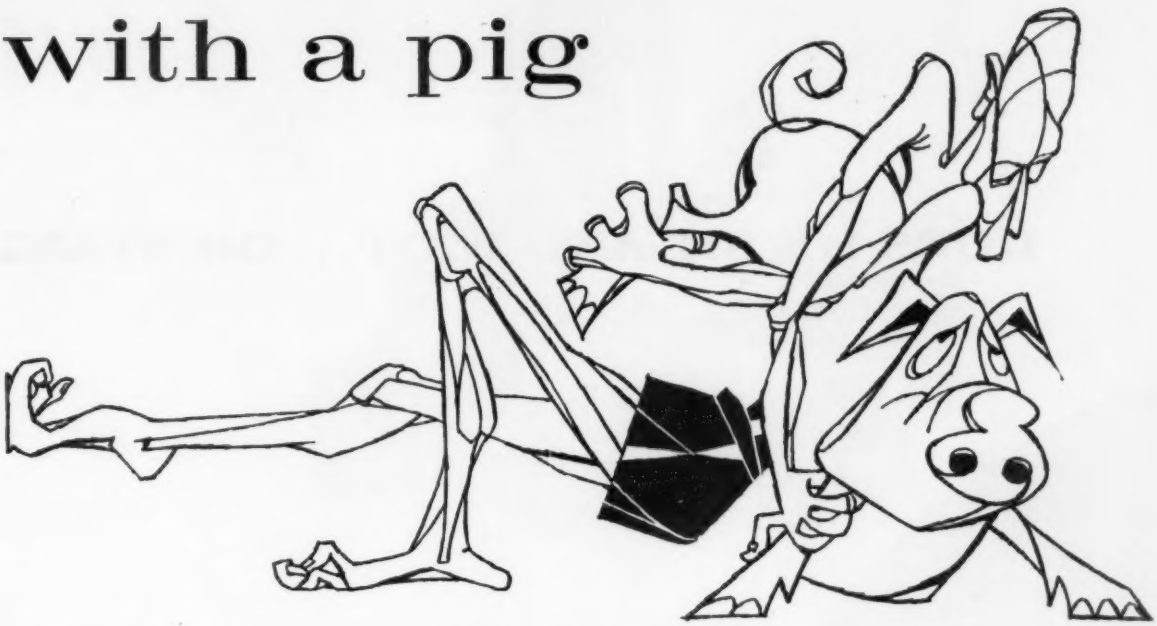
Today, improved projectors selling for around $100 and electric-eye cameras have caused sales of these products to decline somewhat. Keystone, however, is still going after the big-ticket sale.

Says Berner: "Following our tenet that high price equipment will sell if new and important, we decided that there would be a market for a projector with every possible feature." After three years of engineering and a $250,000 expenditure, Keystone has introduced a K-110 projector to retail for $199.50. "We feel that it will be a very important seller for us and in the market," says Berner. "People are spending anywhere from $130 to $200 for electric-eye cameras and in very substantial quantities. The same type of people are willing and able to buy this type of projector. And the photographic retailer who is still the backbone of the business [despite the invasion of the jewelry store, discount house, etc.] enjoys displaying and illustrating a precision piece of equipment such as the K-110. From a marketing point of view a $200 ticket gives the retailer the proper financial incentive to make it worth-while to display, demonstrate and promote."

Keystone doesn't release sales figures. But a fair guess would put volume at just under $30 million. And Berner does say that he expects his '59 total to be at least 125% above 1954.

With a big-ticket philosophy and about $2 million for advertising, he forecasts '59 sales about 15% ahead of last year.

How to wrestle with a pig



There's an old adage that you can't wrestle with a pig without getting dirty yourself. The best way to wrestle with a pig is: *don't.*

Occasionally, there's a parallel to the old adage in modern advertising. Sometimes a competitor will make exaggerated or grossly misleading statements about your company or your products. The natural temptation to retaliate is often exhilarating as only an all-out scrap can be. And, it's easy—even fun sometimes—to write a countering dirty ad. It's certainly a lot easier than carefully writing an ad built around solid marketing facts . . . an ad that sells a product on its own merits in terms of the user's real needs.

However tempting, we think it's impossible to wade into a vindictive advertising campaign without getting a good bit of the dirt on yourself. And the unpleasant reputation for vituperative advertising is often difficult to wash off in the market place.

Often, too, the "fight fire with fire" ads can do real harm to the overall advertising campaign. Every dollar diverted into "firebrand" advertising must be deducted from carefully planned and budgeted advertising programs.

Perhaps the most insidious result of advertising counter-campaigns is the confusion created in the mind of the customer. First he sees the claims, then the counter claims . . . both of which are intensely negative. Then, unable to decide which of the two companies or products is the *worst*, he buys a third product because it was honestly sold to him in terms of his particular needs.

Almost every company is constantly trying either to attain or maintain leadership in its markets. Yet at times in the heat of battle some companies forget a fact so obvious it has become a truism: "to be the leader, look like the leader." We feel it's part of an agency's job to remind clients—even at times when they don't want to be reminded—that it's pretty difficult to look like the leader while you're down in the mud wrestling with a—competitor.

Forty-nine of our clients are leaders in their fields—and they look the part.

Marsteller, Rickard, Gebhardt and Reed, Inc.

ADVERTISING

NEW YORK • PITTSBURGH • CHICAGO • HOUSTON

AFFILIATES

PUBLIC RELATIONS • BURSON-MARSTELLER ASSOCIATES, INC.

MARKETING COUNSEL • MARSTELLER RESEARCH, INC.

DOES HE SIT AND WAIT . . . OR STAND



His job, as your salesman, is to call on the trade. What's more, he has to make enough effective calls per day to pay his way.

Yet, what happens in actual practice today in the lumber and building material dealer field? Your salesman goes through his paces—but does he get where he wants to go? Seldom! Because the man he has to see and sell hasn't the time to give him for a thorough-going selling job. Often your salesman can't even see him. In this painful routine he gets in fewer calls, less adequate calls.

Let's be fair: It's not the salesman's fault. It's not the fault of the dealer. It's not your fault. It's simply a situation that exists and which you must face: Selling the lumber and building material dealer today isn't what it used to be—when he had one-third as many salesmen calling on him; a smaller, less complicated business to manage; and fewer outside activities.

AND SELL?



Today, you have to see the dealer *when he can see you*—in the pages of the magazine he lives by. Manufacturers with the best sales records have already discovered this—are depending on dealer advertising to do double duty—not only to inform, educate and impress, but to do an *actual selling job* to make up for omissions on the selling front.

This advertising to the dealer should talk sales, service and profit; talk plain. It should tell the dealer in detail what he should know about your product—what the salesman would tell him if he had a better chance.

The vehicle for doing this job in the lumber and material dealer field is BUILDING SUPPLY NEWS—long recognized by dealers and manufacturers alike as the top magazine in its field. Reaching more dealer establishments, serving them best, BSN is picked by more advertisers and carries more total advertising than any other magazine reaching building supply dealers!

What your advertising to the dealer should do:

It can be a sales force in itself.

Its *big* job is to help keep present customers and develop them. That is more important than getting new dealers.

Its consistent, dynamic use gives your product prestige it can't get any other way.

It enables your product-story and its benefits to penetrate to the very point of sale.

It is read by the man who *buys* in the dealer organization *and* by the men who *sell*.

It is an insurance policy, in all territories, to back up salesmen.



BUILDING SUPPLY NEWS

One of America's Great Merchandising Publications

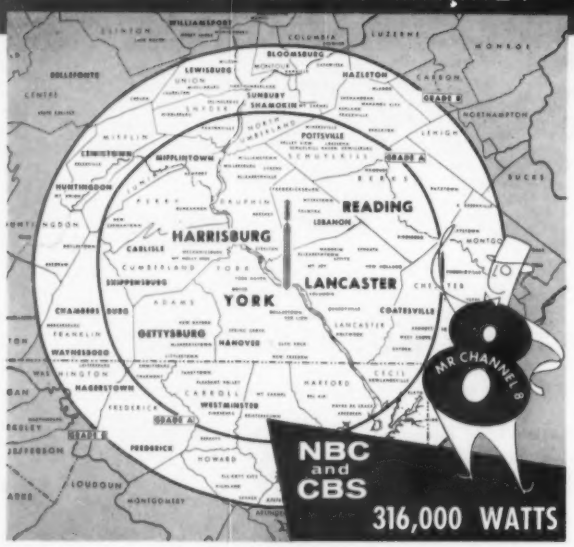
Published at Building Industry Headquarters, home of PRACTICAL BUILDER *and other leading building industry magazines. Other offices in Cleveland, New York, Miami, San Francisco, Portland and Los Angeles.*

©Industrial Publications Inc., 5 South Wabash Avenue, Chicago 3, Illinois

a g-r-r-r-rand fact —**WGAL-TV** is first choice of viewers in Lancaster, Harrisburg, York and in many other markets



AMERICA'S 10th TV MARKET



WGAL·TV

CHANNEL 8
LANCASTER, PA.
NBC and CBS

•

STEINMAN STATION · Clair McCollough, Pres.

Representative: **The MEEKER Company, Inc. • New York • Chicago • Los Angeles • San Francisco**

SIGNIFICANT TRENDS

Marketing News as Viewed by the Editors

The Seaway and Its Meaning

The Great Lakes-St. Lawrence Seaway is open and in use. Ocean-going vessels sailing through the new locks and canals are, as yet, few and far between. But, in potential, America has a new seacoast, and the economies of both the U.S. and Canada soon will feel the effect of this 2,342-mile water route to the sea.

The whole thing won't be official until June 26 when President Eisenhower will fly to Montreal to join Queen Elizabeth II for dedication ceremonies. Actually, the Seaway won't be fully completed until 1962. And, even then, it won't be able to take care of the very largest ocean liners and naval vessels. Nevertheless, it will accommodate 80% of the world's existing cargo carriers. **The impact on marketing will be terrific!**

The Seaway will affect marketers in at least three major ways:

1. It will provide a cheaper means to get many products from mid-continent to domestic and world markets.

2. It will provide an opportunity for foreign manufacturers to ship their products directly to the heart of America.

3. The states, provinces and cities contiguous to the Seaway will grow at a healthy pace, creating, in themselves, markets worthy of further exploitation by sellers of both consumer and industrial products.

It will be quite a few years before full use is made of the Seaway. Even so, impressive savings are likely to be made by those shippers able to transfer to it from overland rail or truck. American Motors, for example, believes that it can save $100 per automobile on cars shipped to South America by the Seaway. The Canadian Wheat Board estimates a savings of 5⅝ths cents a bushel on wheat shipments.

As it looks now, the largest part of 1959 tonnage will consist of wheat moving downstream and iron ore coming in from Labrador. This will hold true for the next few years as well, but slowly—after rail and truck lines adjust to the competition and as new industry in the Midwest gets underway—traffic will pick up. Shippers will shift from Atlantic and Gulf ports. Manufacturers will find that the cheaper cargo rates will make exporting more profitable. For instance, by Seaway, it is 3,712 miles from Cleveland to Hamburg, Germany, as opposed to 500-miles overland from Cleveland to New York, then 3,676 miles by sea to Hamburg. Cleveland is actually closer to Liverpool than is Baltimore; closer to Stockholm than is New York by the St. Lawrence water route. It is now possible to carry the harvest of the prairies to world markets without transhipping from lake to ocean boat.

But while Midwestern manufacturers may throw off their cloaks of isolationism and start thinking of selling abroad (see "Why Deep Concern Now About Exports?", page 104), they'll find many foreign products competing for their central U.S. markets—products brought 1,500 miles inland by water.

Of immediate interest to marketers is the hustle, bustle and potential growth of U.S. and Canadian cities that are (1) investing millions in port facilities, (2) getting new industry as a result of the Seaway and the hydro-electric power that it will produce, (3) gaining in population because of new job opportunities created.

The Midwest is most enthusiastic about the Seaway, expecting its lake ports to blossom into virtual seaports, handling greater commerce to and from Europe. Canada, of course, has had its economy tied to the St. Lawrence through the years, but it seems ecstatic about the new potential created by the deeper draft, fewer locks. Canada's growth may well accelerate at a faster pace than that of the U.S. by virtue of its new southern seacoast.

At present, there are 18 principal U.S. and Canadian cities along the Lakes and the Seaway, ranging from Chicago with nearly $6 billion in retail sales to Windsor, Ont., with slightly more than $100 million. Not only will the retail sales in these cities expand appreciably, but it is highly likely that other cities—now small, but with good ports and enterprising investors—will grow to prominence as Seaway trade builds up.

Don't expect overnight growth in markets, in the competitive picture, or in the shift of industry. It won't happen that fast. But, at the same time, don't minimize the future effect that this long, inland water route will have on markets and marketing.

Christmas in Late Spring

There are four family gift events in May and June which the Bureau of Advertising of the American Newspaper Publishers Association says will account for retail sales of $1.6 billion this year.

- Mother's Day—$900 million or $17 per family.
- Father's Day—$350 million or $7 per family.
- Brides—$350 million or $1003 per bride.
- June Grads—$22 million or $10 per grad.

$25,000 No Longer $25,000!

When most of us started out carrying a sample case, we looked with awe at the $10,000-a-year salary of our sales chief. And, if we were with a fairly large company, the president was a near-tycoon with perhaps $25,000 as his yearly pay.

Today, it takes a salary of $76,860 to equal the buying power that $25,000 had back in 1939. The job that paid $10,000 in those prewar days has to pay nearly $26,000 today to be equivalent.

Figuring in the growth of Social Security and income taxes and the lost purchasing power due to inflation, the National Industrial Conference Board recently came up with these startling salary comparisons:

- A man must earn $7,035 today to have the same after-taxes purchasing power that a $3,000-a-year salary would have given him in 1939.
- $12,113 in salary today is equivalent to $5,000 in 1939.
- $173,239 today equals $50,000 in 1939.
- $388,547 today is the same as $100,000 in 1939.

The man who earned $10,000 in 1939 paid only $269 in taxes. His counterpart today, who earns $25,674, pays $5,395 in taxes, has lost $10,548 in purchasing power due to inflation, which gives him a net in 1939 dollars of $9,731.

In other words, the executive who earned $25,000 in 1939 had a purchasing power of more than $23,000, while the man who makes $25,000 today nets less than $10,000 in 1939 dollars.

Eli Lilly Recognizes Salesmen

Eight of the 32 pages in Eli Lilly and Company's current annual report are devoted to a unique task. They are used to acquaint stockholders with the job that the company's 1,500 salesmen do daily in selling the Lilly line to the world's physicians. Stockholders now know something about the men who made $180 million in sales last year.

Despite the fact that "Sales" always heads corporate earnings statements, shareholders are usually left to assume that sales just happen. Eli Lilly's recognition of the role that the salesman plays is not likely to start a trend in other annual reports. It just ought to!

INTERESTING, IF NOT SIGNIFICANT . . .

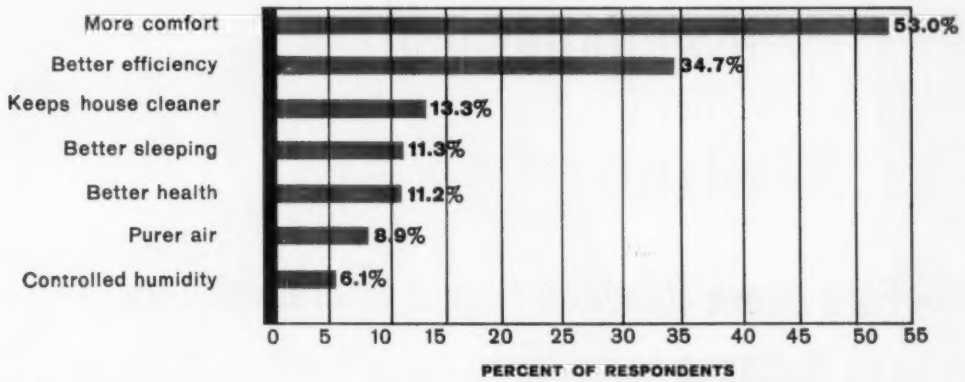
A Chicago book publisher, Pennington Press, plans to sell full-size, hard-covered **books** in supermarkets and drug stores, backed by heavy merchandising. . . . Four out of five women do some shopping by **telephone**. . . . Admiral Corp. is currently trying for a bigger slice of **appliance** sales by offering an apple-pie kit (apples, pie crust, pie tin, recipes) to homemakers who drop into appliance showrooms.

What women want in air conditioners

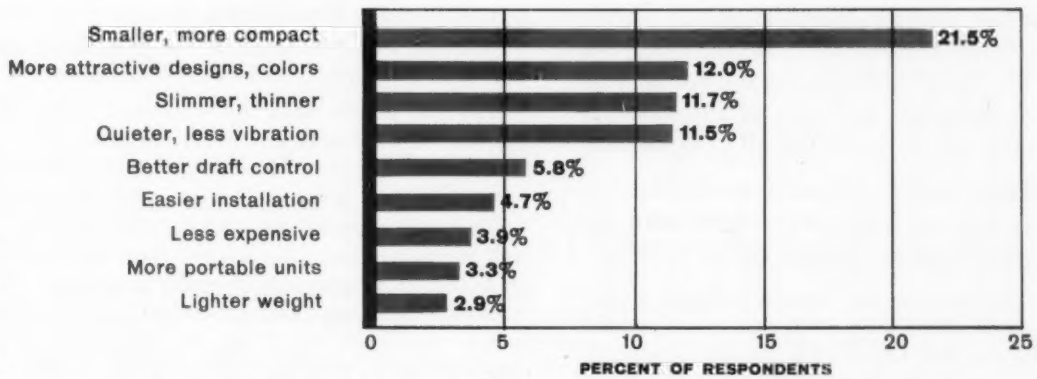


Women are a vital target in selling air conditioning for the home. What they look for in air conditioners, or any other appliance, is important to manufacturers and retailers alike. A survey of McCall's subscribers, in November 1958, revealed the following significant facts for air conditioning marketers.

ADVANTAGES WOMEN SEE IN AIR CONDITIONING



CHANGES WOMEN RECOMMEND FOR ROOM AIR CONDITIONERS



Want the full report? Ask your McCall's representative, or write to McCall's, Dept. HC, 230 Park Avenue, New York 17, N. Y.

A MARKETING SERVICE FROM THE MAGAZINE OF TOGETHERNESS McCall's

©1959 McCall Corp.

One of the **most unusual advertisements** ever published!



Why Ford chose Reader's Digest to present this 36-page message to millions more motorists.

This 36-page advertisement, entitled "Ford's Buyer's Digest of new car facts for 1959," will provide readers with interesting and useful ideas about the operation and care of automobiles, as well as details and prices of all Ford models.

It will also prove of interest to anyone connected with advertising—corporation management, agency executives and media experts.

Ford's decision to use Reader's Digest exclusively was reached only after the most careful study. Executives faced with similar promotion problems may benefit by knowing the background and objectives of Ford's decision.

Why the Ford Motor Company developed this unusual advertisement and chose the Reader's Digest to carry it is explained by Mr. Lee A. Iacocca, Car Marketing Manager for the Ford Division:

"Buying a new car is one of the truly important decisions made by an individual or a family.

"To help people make the soundest decision and get the most value in a new car purchase, we prepared Ford's Buyer's Digest, a 96-page book.

"Acceptance of this book was so gratifying that we decided to make this new version available to still more millions. We sought thorough readership and an atmosphere of reader confidence. We wanted a convenient size and permanent form that would encourage repeat use and long life. After considering all the facts, we chose Reader's Digest."

* * *

The objectives sought by Ford can be met, through Reader's Digest, by any advertiser of a quality product or service. Your message will reach:



1. The largest proven audience that can be bought. It is larger than the audience of any other magazine; of any newspaper or supplement; of the average nighttime network television program.

2. The largest *quality* audience that can be found. The Digest has more readers in every income group than any other magazine. And the higher the income group, the greater the Digest's share of the audience.

3. *Discrimination* in the advertising accepted. The Digest alone of major media accepts no alcoholic beverages, no cigarettes or tobacco, and no patent medicines. It accepts only advertising that meets the highest standards of reliability.

4. *Belief* in what the magazine publishes. People have faith in the Digest, in its editorial and advertising pages.

In the light of these advantages, you may wish to strengthen your 1959 advertising program by including the Reader's Digest. You will address the best audience in America. It is an intelligent, prosperous, *responsive* audience whose enthusiasm for a product can assure its success.

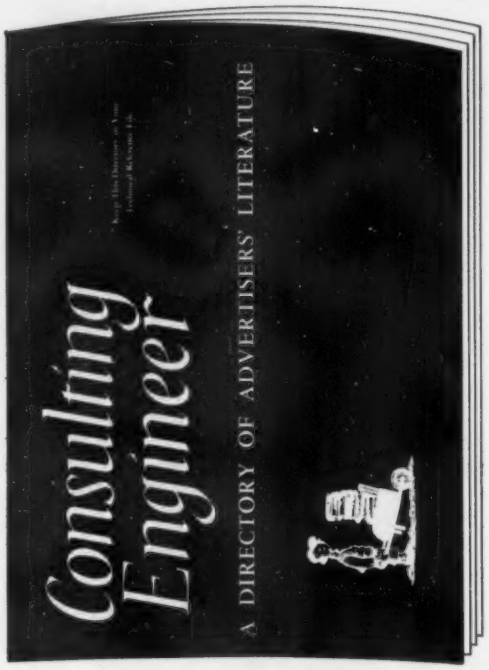
And you can reach this audience for $2.91 per thousand paid circulation—an economical and effective way of selling to the best part of America.

People have faith in

Reader's Digest

Largest magazine circulation in the U.S. Over 11,750,000 copies bought monthly.

read



how to get Consulting Engineers to read your literature

Tell them about it . . . offer it in the CONSULTING ENGINEER Directory of Advertiser's Literature. As this directory only goes to recognized Consulting Engineers, you are sure to get highly qualified, screened inquiries from the men who can specify your product. This valuable service is offered to companies who advertise in CONSULTING ENGINEER.

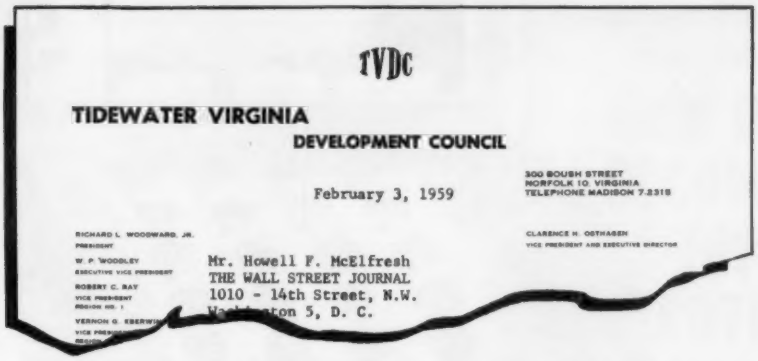
Send for a sample copy of the directory. You'll see how many manufacturers are getting their material into the Consulting Engineer's file — and into his mind. Write today to:

CONSULTING ENGINEER

Wayne near Pleasant Street • Saint Joseph, Michigan

The Professional Magazine for the Engineer in Private Practice

Why does this advertiser



TVDC

TIDEWATER VIRGINIA
DEVELOPMENT COUNCIL

February 3, 1959

300 BOUSH STREET
NORFOLK 10, VIRGINIA
TELEPHONE MADISON 7-2315

RICHARD L. WOODWARD, JR.
PRESIDENT

W. P. WOODLEY
EXECUTIVE VICE PRESIDENT

ROBERT C. RAY
VICE PRESIDENT
REGION NO. 1

VERNON O. EBERWI
VICE PRE
REGION

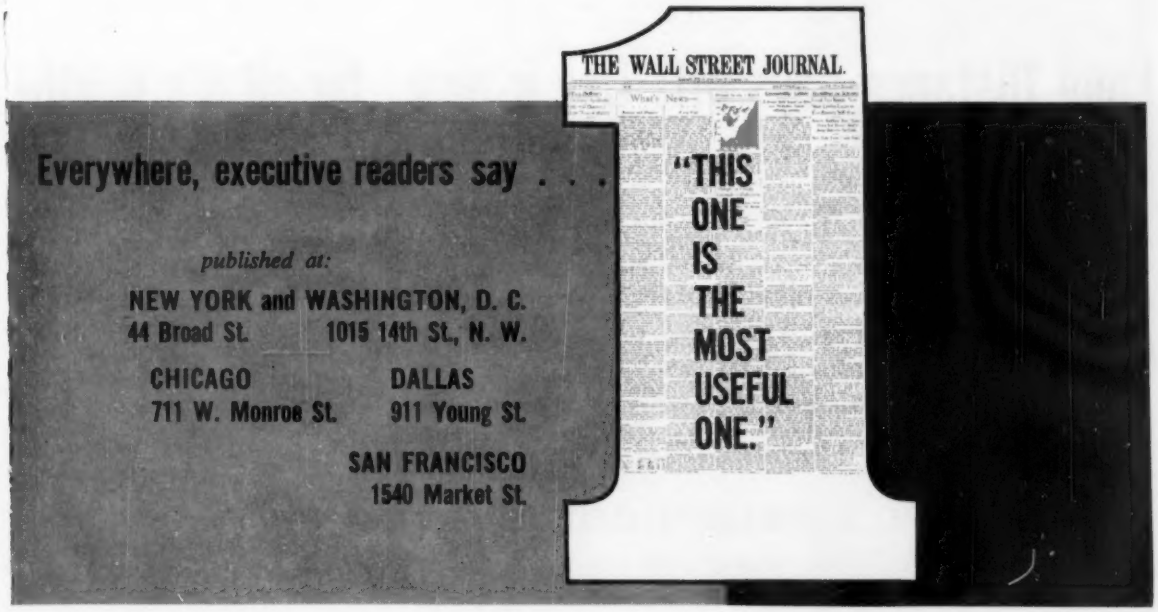
CLARENCE H. OSTHAGEN
VICE PRESIDENT AND EXECUTIVE DIRECTOR

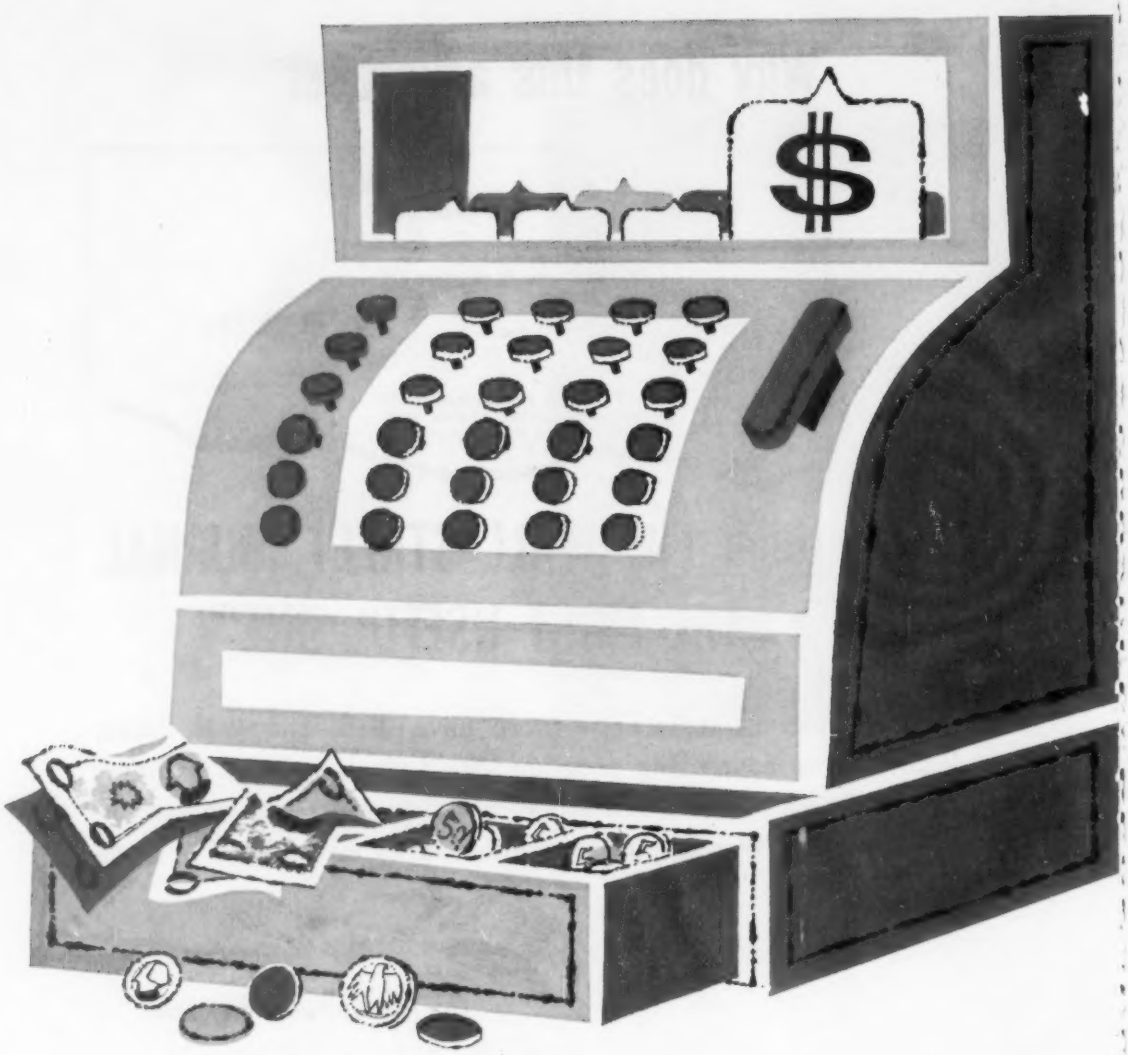
Mr. Howell F. McElfresh
THE WALL STREET JOURNAL
1010 - 14th Street, N.W.
Washington 5, D. C.

think THE WALL STREET JOURNAL is "THE MOST USEFUL ONE"?

"For the past eighteen months we have used The Wall Street Journal in an advertising program. We have been most satisfied. *The Wall Street Journal is a leader for reaching decision-making corporate officials.* Our effectiveness studies verify my personal observations."

Director of Public Relations





Long Distance pays off! Use it now...for all it's worth!

Long Distance pays off by putting you in touch with out-of-town customers quickly and personally. Use it frequently between sales visits. Invite customers to call *you* collect.

Long Distance pays off by getting leads to your salesmen faster—whether you have 5 or 50 men in the field. Prompt follow-ups mean more sales.

Long Distance pays off by saving you the money—and time—wasted on "cold" calls. It helps you pinpoint your best prospects. And you can often close the sale right on the phone.

Sam Winer Motors, Akron, Ohio, recently called an out-of-town prospect "cold" *and sold $50,000 worth of diesel generators and oil well transfer pumps.*

BELL TELEPHONE SYSTEM

Long Distance pays off! Use it now . . . for all it's worth!

what my doodle meant

I think Helen King's analysis ["How to Interpret Your Doodles," Sales Management, April 17, page 38] applies more to the mood I was in at the time—I hope I'm not that way all the time.

Richard Rigg
Vice-President—Marketing
Blue Ridge Glass Corp.
Kingsport, Tenn.

Miss King is very generous in her analysis of [my] doodle handiwork.

Robert Hamilton
President
The Dumore Co.
Racine, Wis.

I was caught on the horns of a perfume bottle! You maneuvered me into a position where I [had] a choice between alienating the loyalty of a conscientious, efficient secretary or being embarrassed by the expose of a gracious critique resulting from doodling on the telephone.

Kenneth M. Hay
Sales Manager, Commercial Container Div.
Ball Brothers Co. Inc.
Muncie, Indiana

After reading the analysis of the "doodle" sent in by my secretary, Mrs. Halliday, I have had to go out and purchase a hat two sizes larger.

A. F. Woods
General Sales Manager,
Marlow Pumps, Division of Bell & Gossett Co.
Midland Park, N. J.

My secretary (and I bless her, too!) has a wealth of experience in making sense out of my doodles and hand-written notes. She may not have the graphology talents of Miss Helen King, but her interpretation of telephone and pad scribbling ranks high in cryptological accomplishments.

Argus Leidy
Vice-President
Globe Hoist Co.
Philadelphia, Penna.

sold on "Sell like '60' . . ."

I would like to congratulate you on an outstanding cover page on your January 2 issue. The impact of your message was indeed impressive, and I only regret that its origin was not conceived in this office.

I am so much impressed with your slogan, "Sell Like '60' in '59," that I would like to adopt it in some of my sales correspondence to our field men, if permission will be granted by you.

Again, congratulations for a hard-hitting sales pitch setting the tone for what we hope will be an excellent sales year.

P. J. Mulligan
Vice President-General Sales Manager
The Murray Ohio Manufacturing Co.
Nashville, Tenn.

We especially like the cover of your January 2 issue. The statement, "Sell like '60' in '59," appeals to us tremendously and we would like to reproduce it as appearing on your cover for a front page of one of our price lists to the grocery trade.

W. A. Benz
President
Strohmeyer & Arpe Co.
New York, N. Y.

▶ Each week additional readers discover the slogan "Sell Like '60' in '59," which was first publicized in advertisements promoting Practical Builder magazine. It is not too late to use it effectively in your own promotion. Both Practical Builder and Sales Management are delighted to see you make use of the slogan.

"64% . . . wrong"

In discussing Sales Management's excellent article titled "64% of Industrial Calls Are on the Wrong Man" [page 53, February 6, 1959] with several people at The Ohio Injector Co., Wadsworth, O., an interesting point was made.

It was agreed that a good many industrial calls are indeed on the wrong man, but that responsibility for this misuse of time rests both on the buyer as well as the seller. In other words, one of the reasons calls are made on the wrong man, rather than the right man, is that the right man refuses to see the salesman.

One way to reduce the high cost of selling is for the buyer to be

A leading management consultant tells you

HOW TO BECOME A TOP EXECUTIVE

HAROLD WHITEHEAD draws on a lifetime of shrewd observation and first-hand knowledge of businessmen here and abroad for this guide to the qualities of a top executive, and how you can develop them.

Foreword by J. C. PENNEY

$3.50, now at your bookstore

☛ The publishers will send free copies of this new book to the first 100 people who answer this ad, on their company stationery. In return, all we ask is your opinion of it. Write to: Sales Manager, THOMAS NELSON & SONS, 19 E. 47th Street, New York 17, N. Y.



STRAIGHT-LINE ADVERTISING AT WORK!

"Let's drive into town and take a look this afternoon."

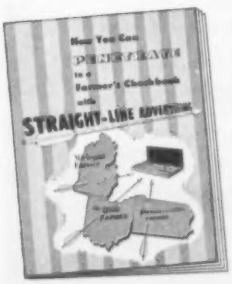


PENETRATE
WITH "WHERE-TO-BUY-IT"

All sales are local. Once you've whetted the prospect's interest . . . convinced him of your product's merits, he still must take one important step to make your ad really pay off . . . he must buy.

Show him where. Make it easy for him to find you or your product. Give him a nearby location where he can see — and judge for himself.

Stripping in Ohio sales outlets is easy since we print by gravure. No expensive plate changes involved.



NEW EVIDENCE of how major advertisers are using STRAIGHT-LINE Advertising to penetrate Ohio's rich farm market is illustrated in the new 20-page booklet at left. Write for your copy.

The OHIO FARMER

Cleveland 14, Ohio

STRAIGHT-LINE *Advertising also available in*
MICHIGAN FARMER • PENNSYLVANIA FARMER

more receptive to salesmen. As has been pointed out before, there have been cases where buyers have learned something from salesmen.

Your articles on selling and sales costs are certainly ringing the bell with us. Your most recent one, on the sales operation at Whiting Co., is right down the alley. ["Soaring Cost per Industrial Call Reveals Need for Top Salesmen," page 38, March 6, 1959.]

Bayard E. Sawyer
Associate Publisher
Business Week
New York, N. Y.

debunking human relations

The article, "It's Time to Debunk Human Relations!" by Bernard Davis in your March 6th issue struck a note to which I am quite sympathetic. May I say that I heartily endorse his opinions and only wish that they were majority opinions.

G. P. Wetterborg
Western Regional Manager
Hexcel Products, Inc.
Inglewood, California

My purpose is to go on record as wholeheartedly agreeing with Mr. Bernard Davis. As a consultant I must confess that a great percentage of my activities involve making the disagreeable human relation or personnel decisions that soft management is unable to make.

Addison Terry
The Addison Terry Co.
Decatur, Fla.

old way best

Thanks for returning to an "old way" of doing things. Putting Significant Trends on one sheet simplifies the dissemination of important news on the yellow sheet.

Joseph Gindin
Sales Manager
Bardahl Lubricants, Inc.
Norwood, Mass.

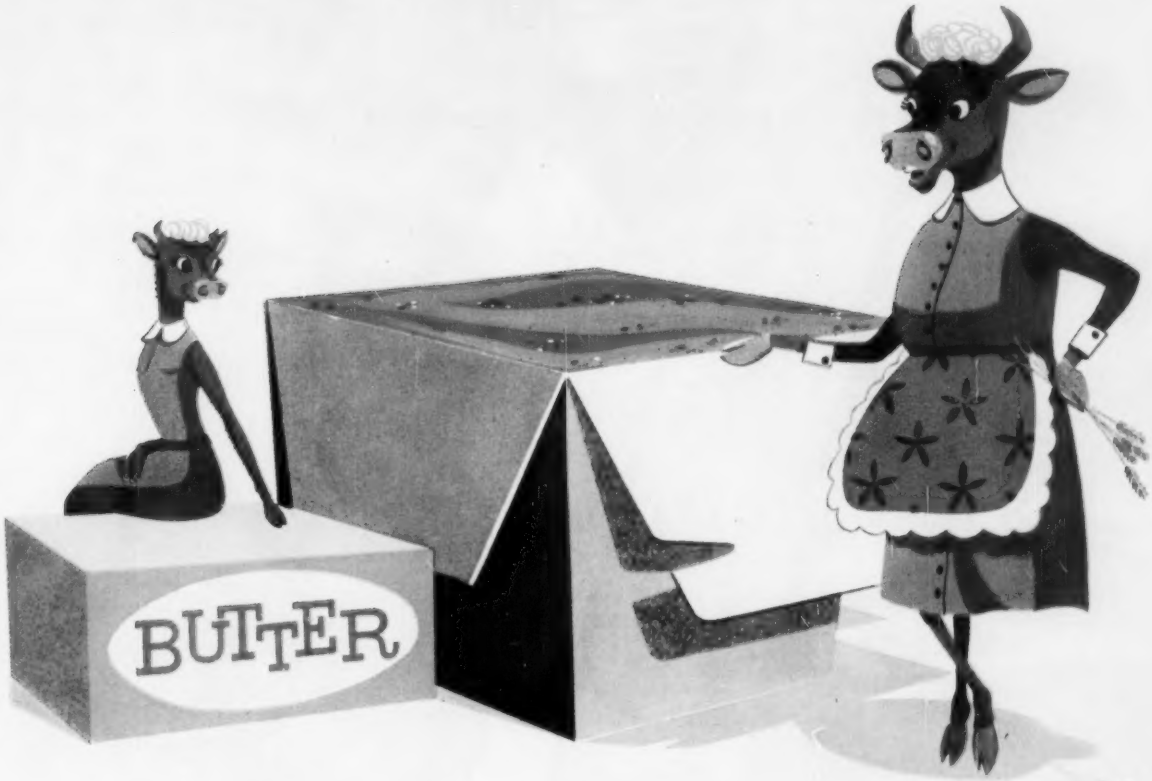
silverware troubles

". . . I congratulate you on an extremely objective analysis of the entire situation ["Stainless Steel Heebie-Jeebies: Silverware Makers Have It," Sales Management, February 20, 1959, page 82]. We have ordered 12 copies of this article for our client, The Japan Export Trade Promotion agency . . . "

Dawn Aurell
Calkins & Holden
New York, N. Y.



is for Purchase, Products, Pleasing, and Pure,
And they all fit together, for this much is sure:
Folks purchasing products that come from the Dairy
Want them pleasing to look at and quite sanitary.



G

is for Gardner, whose exceptional skill
With paraffined cartons make them easy to fill,
Attractive and rugged and neat as a pin—
Pure beauty without—pure pureness within.

Persuasive Packaging

DIAMOND GARDNER CORPORATION

THE GARDNER DIVISION · MIDDLETOWN, OHIO

Manufacturing Plants in MIDDLETOWN and LOCKLAND, OHIO, and SPRINGFIELD, MASS.

diamond gardner

DRY CARTONS · CARRIERS · BOXBOARDS
PARAFFIN CARTONS · RETAIL CARTONS





BASIC TEST FOR MEDIA SELECTION:

Ask anyone, anyone you're trying to sell in the aviation market, what publication he reads and respects most.

A powerful editorial force is a powerful selling force.

Aviation Week

Including ***Space Technology***

A McGraw-Hill Publication. 330 West 42nd St. New York 36, N. Y.

Aviation's largest engineering-management audience.

ABC PAID CIRCULATION 71,950

WHO LIVES IN THE ENVIRONMENT OF

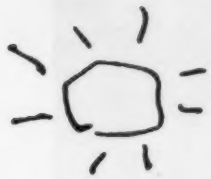


The U. S. population has been soaring ever since 1940. To date, it has seen an increase of 33%.

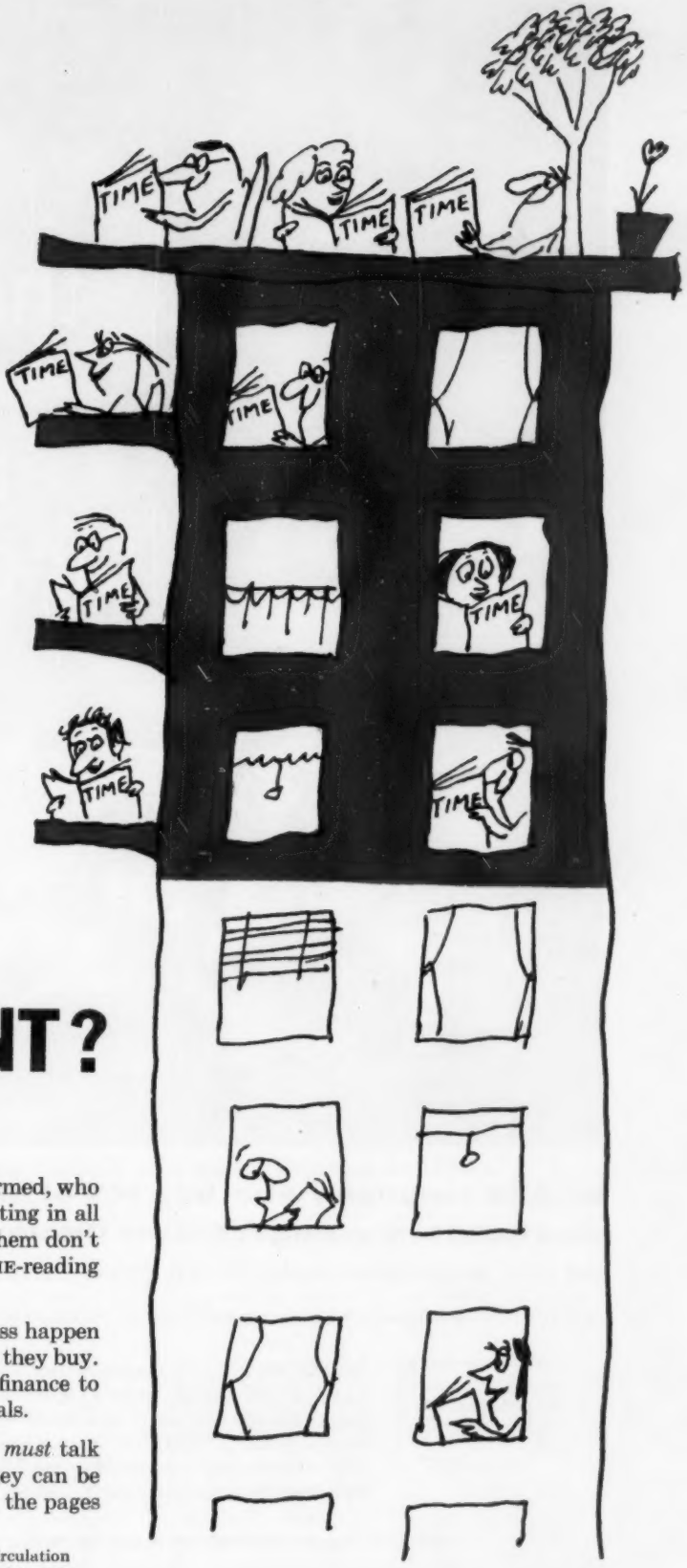
But within that population there have been even more spectacular growths during the last 18 years. Just check these percentages:

- **Managers, officials and proprietors up 86%**
- **Professional and technical groups up 94%**
- **Number of industrial executives up 133%**

Those at the top—8 or 10 million of them—live in the environment of achievement, where they change every area of importance in America: colleges, business, the professions, politics. These are the people who make decisions, establish trends, set styles locally and nationally. Always, of course, with the consent (and even



The boom at the upper level,
number 3:
a message to business.



ACHIEVEMENT?

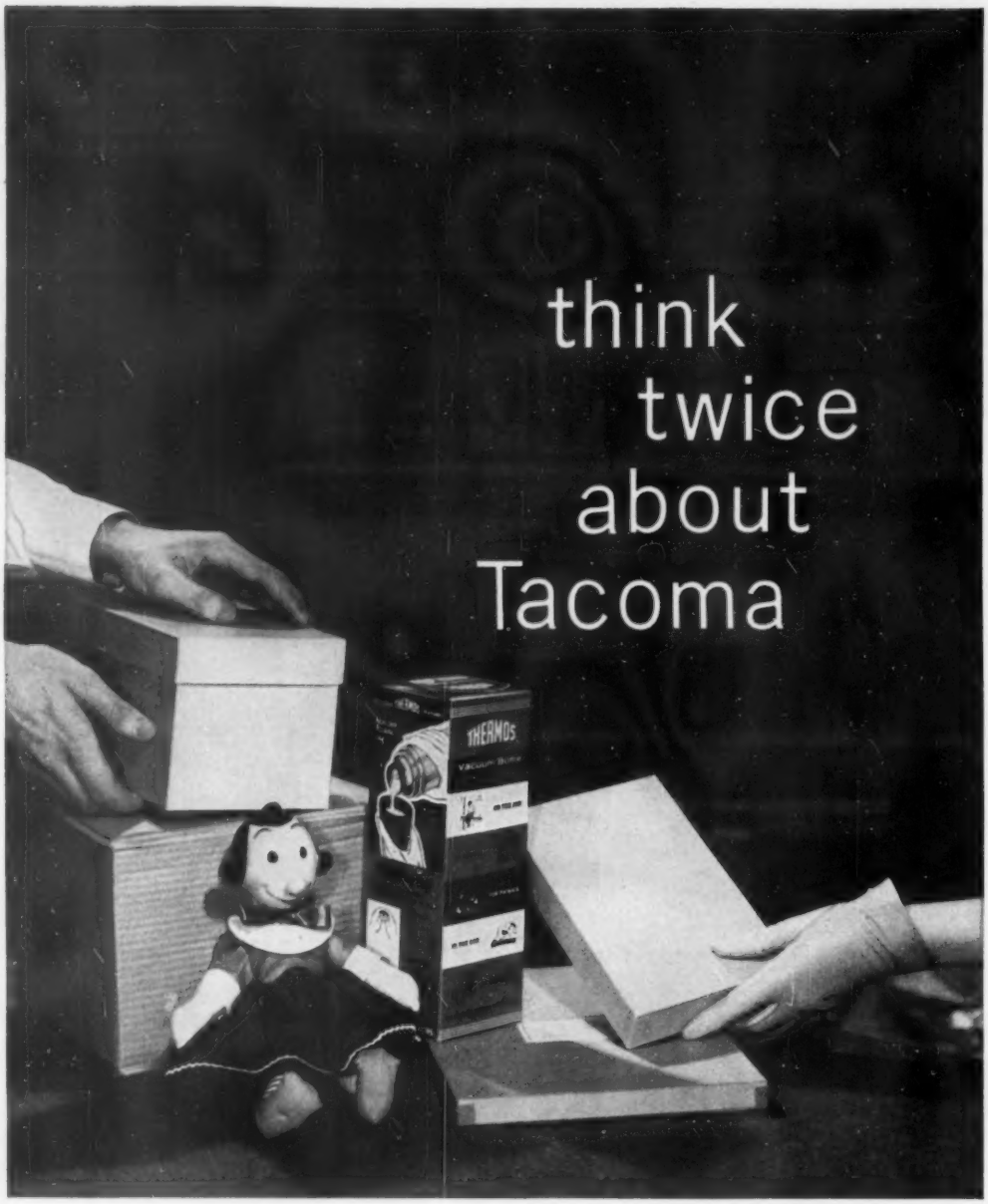
the admiration) of their fellow citizens.

These are the people who *must* be well informed, who turn to TIME for swift, clear, accurate reporting in all their areas of interest. (Of course, some of them don't read TIME, but they're surrounded by TIME-reading associates, families and friends.)

And these are the people who make success happen every day, to themselves and to the products they buy. They make it happen to every field—from finance to fashion, from photography to pharmaceuticals.

These families are the people advertisers *must* talk to, to get successful and stay that way. They can be reached with maximum effectiveness only in the pages of their favorite magazine, TIME*.

*which achieved an all-time circulation high of 2,418,000 with its issue of April 6.



68,678 families*, who buy 14% of all general merchandise sold in the Puget Sound Circle, will never see your ad if it appears only in Seattle newspapers

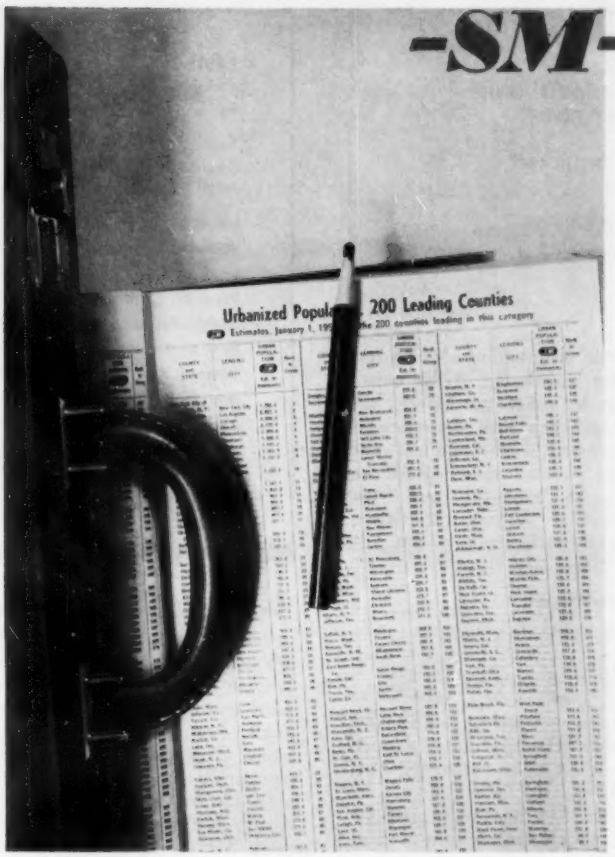
*68,678 families in the important Tacoma Market read the Tacoma News Tribune and *not* a Seattle newspaper



QUICK FACTS: The Tacoma Market is separate and distinct from the adjoining Seattle Market. Tacoma's Metro Area has a population of 324,200, spends $44,624,000 yearly for General Merchandise and has a spendable income of $561,470,000. The Tacoma News Tribune is the only newspaper with merchandisable coverage in the Tacoma Market . . . delivers more than seven times the combined circulations of the Seattle dailies in this area.

Ask the men at **SAWYER-FERGUSON-WALKER COMPANY, Inc.**

New York • Chicago • Philadelphia • Detroit • Atlanta • Los Angeles • San Francisco



How to Figure 20 Years Ahead

(with Sales Management's May 10 Survey of Buying Power)

The Survey of Buying Power is widely used to measure today's markets, but can be equally valuable as a guide to the future. In this article, the author shows how you can look at 1948 and 1958 and predict your industry and market situation in 1980.

By HECTOR LAZO

Every sales manager knows that sales forecasting has become the foundation of all company planning. To most sales managers, forecasting has been known for a long time, perhaps under different names. Guessing at future sales might be one good way of putting it, especially because, no matter how many refinements for the art of forecasting we have been able to discover, it is still guessing, and likely always will be.

Indeed, it can't be anything else. Looking into the future, foretelling what is going to happen, is probably the oldest of the aspirations of man. In business, it was put on a "scientific" basis back in the 16th Century, when a German banker hired an astrologer to prophesy financial trends. Trained economists have supplanted the astrologers and other necromancers in the second half of the 20th Century, and the "guesstimating" of future trends is much more "scientific" than it was 400 years ago. But it is still guessing.

How accurately can you guess your own future sales? How closely can you come to measuring the potential for your product three years, five years, 20 years from now? What do you have to know to be able to figure your own future?

Realistic Answers at Hand

The High Priests of old "talked to the spirits" of the departed and were told what was coming. The astrologers "read it in the stars" – some still do. The modern sales



(continued)

manager has much more reliable information at his finger tips, and it calls for much less knowledge of the occult to interpret it correctly. But let's not get off on the wrong foot: Nothing, in the end, can take the place of common sense and the forecaster's own judgment and experience. But you can help yourself to statistical information that will make it much easier for you to use your judgment and take advantage of your experience. Because you have easy access to reliable information, you can use your judgment more effectively. And here's how:

Forecasting Markets for Consumer Goods

In this article we are sticking strictly to consumer goods: things people buy with their own money to satisfy their own needs and desires. They show up, statistically, in "retail sales." And while this information should be of greater interest to sales managers engaged in selling such goods – from chairs to horseless chariots, from canned pineapple to penicillin – industrial sales managers, too, should find much of interest here.

After all, all production has but one real purpose: satisfying human wants. The sales manager selling a giant atom-splitting cyclotron can do so only because there is a consumer need for it: a consumer need for safety. Since it is not a direct consumer sale, the value of the product – cyclotron, missile, tank, or what-have-you – is "derived," derived from a consumer need for this particular "industrial" product has to be made before the ultimate consumer "market" can be satisfied.

What, then, is the "market for consumer goods"?

It is **people**; people with **money to buy**; people with money and a **need for this kind of product.** At this point, salesmanship takes over – selling, advertising and promotion – to satisfy that consumer need – not with just any product, but with **your own brand** of product which, naturally, is the one that will fill that need best.

TABLE I

The Regional Picture in 1980

Region	Population (000)	E.B.I. (millions)	Total Retail Sales (millions)
New England	12,069	$ 32,758	$ 22,745
Middle Atlantic	48,534	115,534	77,100
East N. Central	58,289	122,012	81,726
West N. Central	18,774	37,860	26,985
South Atlantic	41,035	79,072	53,970
East S. Central	12,874	19,768	15,420
West S. Central	24,138	46,535	31,611
Mountain	12,605	26,545	17,737
Pacific	39,962	86,414	58,596
Total U.S.	**268,200**	**$567,500**	**$385,500**

Note: Figures do not always add up because of rounding.

The Three Things You Need to Know

As a sales manager today, you do not need to guess off the top of your head as you had to 30 years ago. Neither do you need to be a trained statistician. You do need common sense, experience in your field, and judgment. But isn't that what got you your job in the first place? Given those prerequisites, you can read your own company's future pretty accurately in facts and figures available to you from the official Censuses, and the updating of these Census figures with your Sales Management Survey of Buying Power. From these figures you can determine the three things you need to know in forecasting future sales for consumer goods:

1. **People:** That is, population, size, distribution, shifts, trends, future projections.

2. **Money:** That is, effective buying income, who has it, where, how much.

3. **Need:** That is, the buying pattern of consumers, what they buy to satisfy their wants, how much, where, and how they buy it.

Many sales managers in the past have shied away from

TABLE II

Regional Sales, 9 Groups, 1980
(in millions)

Group	New England	Middle Atlantic	East N. Central	West N. Central	South Atlantic	East S. Central
Food	$6,303	$20,944	$21,351	$6,609	$15,251	$4,270
Eat & Drink	1,527	6,662	6,107	1,943	3,480	773
Gen. Mdse.	2,248	7,888	9,482	3,269	5,920	1,634
Apparel	1,757	7,161	5,405	1,757	3,756	1,081
Furn., House. Appl.	1,412	5,361	5,392	1,874	3,564	1,027
Automotive	2,245	7,685	9,844	3,368	5,915	1,684
Gasoline	1,793	5,306	7,528	3,191	5,091	1,470
Lumber, Bldg., Hard.	1,641	5,068	7,864	4,858	4,299	1,573
Drugs	792	2,208	2,936	1,065	1,962	585

Note: Figures do not always add up because of rounding.

TABLE III

Total Retail Sales, by Regions 1948-1958-1980

Region	(in millions) 1948	1958	1980
New England	$ 8,557	$ 12,799	$ 22,745
Middle Atlantic	28,175	40,815	77,100
East N. Central	28,902	42,384	81,726
West N. Central	13,268	18,347	26,985
South Atlantic	14,773	26,153	53,970
East S. Central	6,418	9,649	15,420
West S. Central	10,923	17,492	31,611
Mountain	4,666	8,094	17,737
Pacific	14,838	25,121	58,596
Total U.S.	$130,521	$200,800	$385,500

Note: Figures may not always add up because of rounding.

TABLE IV

Nine—Group Retail Sales 1948-1958-1980

Group	(in millions) 1948	1958	1980
Food	$29,208	$50,318	$101,672
Eat & Drink	10,645	14,839	27,760
Gen. Mdse.	15,796	25,892	40,869
Apparel	9,717	12,606	27,024
Furn., House., Appl.	6,592	10,362	25,674
Automotive	20,100	33,820	43,176
Gasoline Stations	6,470	15,865	35,852
Lumber, Bldg., Hard.	11,143	13,605	34,695
Drugs	4,012	6,579	12,991

Note: Figures are rounded.

the many volumes of Census material, have been discouraged checking through literally millions of figures. Some managers have found additional reason for not using these figures. The 1954 Census, for example, didn't come out until 1956 or 1957, and by that time things had changed – changed plenty.

That's where the Survey of Buying Power comes in. Sales Management keeps these figures up to date, takes out millions of entries and gives you only what you need to determine, with confidence and accuracy, where you stand, where you have been, where you can go, what you can count on. No longer a secret art of the necromancer, no longer the occult science of the stargazer, sales forecasting today means simply that we determine the past – where we have been; we determine the present – where we are; we then use our knowledge, our experience, and our common sense, to foretell where we can go. It's up to company policy and top management support then whether you do go there or not. But the sales manager can figure with little difficulty just where his company can be in 1965, 1970 – yes, even in 1980. The legendary fellow with the seven-league boots had nothing on the modern sales manager. Armed with the Survey of Buying Power you can literally walk into the future, if not secure, at least unafraid.

Using the Survey to Figure Your Future

The Survey tells you where the American people are, what proportion of the U. S. is where, and, by reference to an earlier period, say 1948, you can plot for yourself what is happening. In the language of the forecaster, what "the trend" is. In a matter of seconds you can figure not only what the population, say, of New England, is, but what percent it is of the total U. S. population; what it was in 1948; and the trend indicating what it might be 10, 20 years hence.

West S. Central	Mountain	Pacific	Total US
$8,642	$3,965	$14,437	$101,672
1,804	1,110	4,164	27,760
3,882	1,676	4,700	40,869
2,135	838	3,135	27,024
2,054	1,130	3,815	25,674
4,490	1,986	5,915	43,176
3,478	1,793	6,238	35,852
3,528	1,748	4,159	34,695
1,221	636	1,663	12,991



Dabbler in Economics

Hector Lazo is chairman, Marketing Department, Graduate School of Business Administration, New York University. He is also managing director of Marketing Counsellors, New York City. Despite his chief academic interest, Lazo has spent some 26 years in business, and five years in Government in Washington. He is the author of several books and pamphlets in the field of marketing, and a frequent contributor to business publications.

Lazo is a self-confessed "dabbler, but no expert, in statistics and economics." He holds an AB from Harvard, and MBA and PhD (in economics) from New York University.



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Everybody knows that the population has been "going West." How much? Where? The Survey tells you – not only generally, but by regions, by states, by counties, and by metropolitan areas. Just put down on a sheet of paper the population changes, year by year, since 1948 and see for yourself. The total population in New England is growing, of course; the **proportion** is going down. How long has this been going on? Is it likely to continue? Has anything happened that might lead you to conclude that the **trend** would be reversed; i.e., that more people will start **coming back** to New England?

Do the same with the Effective Buying Power, of the region, the states, the counties, the metropolitan areas. For simplicity's sake, stick to the regions for the time being. You can add all sorts of refinements later. New England, the Middle Atlantic States, the East North Central region, and so forth – people, incomes, Effective Buying Power, and retail sales. All you do is read them off the Survey sheets, for 1948 and for 1958. Then compare. What is happening? What do you see? What does that mean to **you?**

In such a simple way you can compare the relative value of any market, anywhere, including our two newest states, Alaska and Hawaii! It's all there, and as up to date as 1958. And with a few minutes arithmetic you can measure any area in terms of actual market potentials (in terms of total retail sales).

For example, look at retail sales in New England (total retail sales). Back in 1929, New England used to absorb 7.7% of the total retail sales of the U. S. By 1948, the percent had fallen to 6.6%, and today it stands at 6.3%. Obviously, the market for consumer goods, like population, is migrating **away** from New England – not enough to predict any ghost towns in New England, but certainly enough to show a trend, a long-term trend.

You can learn a great deal from studying the trends of the major areas, but the Survey adds further refinements. One state in the area, perhaps several, runs counter to the general trend. Or **this** New England state is below average in growth, but certain cities or counties within the state are above average.

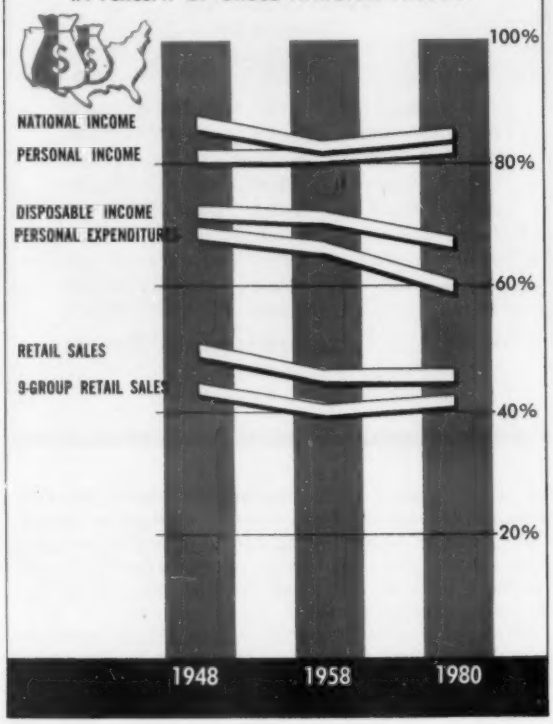
One of the things you discover as you study statistics of the past, is that a trend, once established, tends to continue for some time until a major force dislodges it and re-orients it.

Obviously, this cannot be said of all trends, and under any and all circumstances. But the **tendency** to continue is there. This can be of enormous help to the sales manager when figuring the future. Because he can figure not only the **direction** of the change (up or down), but the **rate of change,** and thus make fairly accurate **time** forecasts as well. Thus, for example, we know that the population of the United States (total) increased 22.13% between 1929 and 1948; but the increase in New England was only 14.3%. By extending the rate of relative decline in the area, we can hit the figure for total population in 1959, its share of the total market and, continuing to

CHART I

NATIONAL ECONOMIC TRENDS

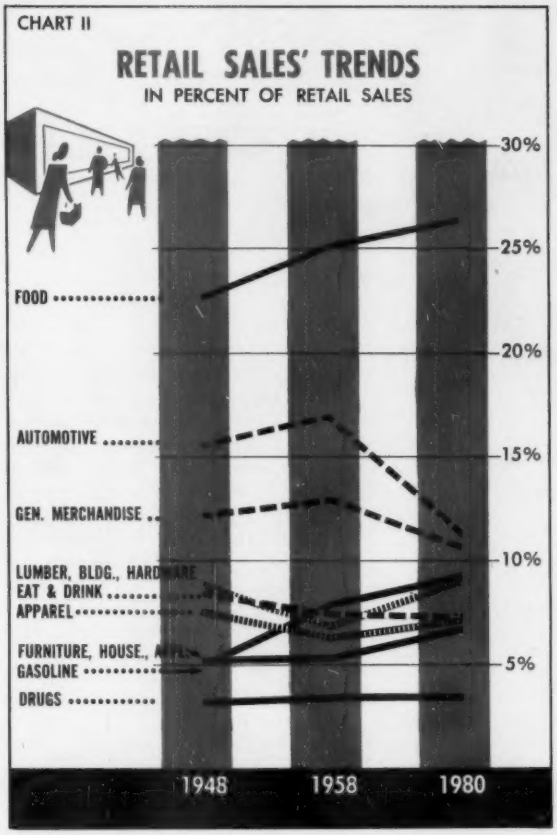
IN PERCENT OF GROSS NATIONAL PRODUCT

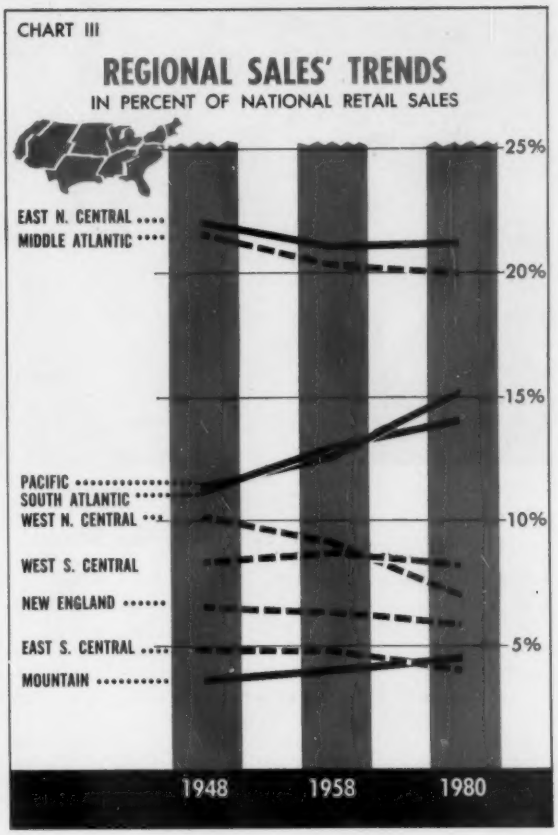


extend the rate-of-change line, reach the year 1980. It is our prediction, for example, that by 1980, the population of New England will have grown from its present 10,098,700, which represents 5.8% of the total U. S. population, to a total of 12,069,000 people. But as a percentage of the total U. S., New England's population will have shrunken to a mere 4.5% **if the trend of the last 30 years continues.**

Similarly, retail sales in New England represented 6.55% of all U. S. sales in 1948. By 1958, this was down to 6.37% and, if the trend continues, will be down to 5.9% of the total U. S. by 1980. (See Chart III.) On the other hand, the South Atlantic region, which in 1948 took only 11.31% of total U. S. sales, today is taking 13.02% of the greatly increased retail sales and, if this trend continues, should take at least 14% of the even greater sales in 1980.

This extending of lines, this plotting of the future on the basis of the direction and rate of change of the past, is called by statisticians "extrapolation." Don't let the term throw you. We have just done some extrapolating. It's "scientific guesstimating" by one of the several methods available. But right here is a good place to say a word of warning about this method. We know that a trend, once established, has a tendency to continue in the same direction for some time. The trouble is establishing how long a time the trend continues. In using this method, therefore, we have to constantly watch out for those major forces that might reverse the trend, or change its direction, or change the rate of change. Specifically, because of the fact that conditions since 1948 have not been "normal" (Are they ever?), we are safer going back





farther than that in order to clearly establish a **trend.**

As it happens, 1929 is the first year for which we have official Business Census figures. And since the period 1929-1948 included a major depression, a "recession" (although the term had not been really invented then), a major war, and a postwar readjustment, it might be said that all those things helped to balance the unquestioned boom decade 1948-1957. Thus, it might be safer to start plotting our "trend lines" as far back as 1929. That's where the matter of judgment and experience comes in. Because a line showing the rate of growth (i.e., the trend) between 1945 and 1955, say, would project us at such a steep climb that even the most enthusiastic forecaster would shrink from the heights we might attain by 1980. Common sense – the composite of experience and judgment – tells us that this would be impossible, or at least highly improbable.

Extrapolating Is Only One Method

Every sales manager knows that there are other ways of crystalball-gazing into the future. You can have the salesmen forecast for you. Not very scientific and not very fair to the salesmen, because they can't know as much about the national economic trends, or anticipated company activities, as the sales manager does – or should.

You can ask your big accounts to predict the future. You can use industry predictions and then simply predict your own "share of market." You can study customers' inventories and predict (on a short-term basis) what their purchases will be. You can plot the rate of growth of your company in the past five to 10 years and blithely extend that line into the years to come. You can get market research to do some figuring and tell you what they think is going to happen. You can ask your top executives to give their opinions. You can combine all these and then change them according to your own thinking, or you can disregard them altogether and simply make your own best guess.

All these methods – and some others – are possible. And the reader will note that we have made no reference to the two most "scientific" ways of forecasting, the "multiple correlation" method, and the economic forecast. This was intentional. Because the purpose of this article is to show the sales manager how easy it is for **him** to figure his own future by using the annual Survey of Buying Power which Sales Management publishes every year on May 10th.

With the possible exception of the economic forecast (and to explain this would take another and longer article), all sales forecasting, no matter how done, is a guess into the future.

Like all guesses, they are subject to wrong guesses. The aim, of course, is to make as accurate a guess as possible. On a short-term basis – that is, six months to a year, possibly two years – any guesstimating that falls within 5% one way or the other (Statisticians may refer to this as + or – 5%.) is probably pretty good.

The longer the period of your estimate, the greater the chances of guessing wrong. On a three- to five-year basis, 10% + or – probably would be acceptable, and on a 20-year forecast, 20% is more likely. Of course, on this basis, you have considerable leeway, and you can make annual adjustments to minimize the size of the potential

(continued on page 110)



-SM THEY'RE IN THE NEWS
BY HARRY WOODWARD

His Eye is on the World

James Wells is a tall, affable young man (who bears a remarkable resemblance to John Roosevelt) with deep roots in New England and his eyes on the world as a potential market for his company. He's the new manager of marketing for the old (founded in 1821) food firm of William Underwood Co., America's most venerable manufacturer of canned foods. Once Underwood packed such exotics as walnut ketchup, quince marmalade and deviled chicken. Today it concentrates on its famous deviled ham, its Maine sardines, liver pate, clam broth and chowder. Wells started his new job by taking an extensive tour of the Caribbean and South American markets to gain first-hand knowledge of the problems Underwood faces in telling its product story south of our borders. "We are interested," says he, who has been the firm's general sales manager, "in developing quality brands for general grocery distribution, not only in the U.S., but throughout the world." Wells is a Dartmouth graduate who got his initial sales training with Procter & Gamble. His company probably has the longest continuous background of magazine advertising of any food canning firm in the country. It began advertising in the women's magazines in 1890. And an Underwood bookkeeper is credited with introducing to our language the word "can." According to Wells "he just got tired of writing out 'cannister' in his ledger and substituted 'can!' "



His is the Space Age . . .

Newsweek has a new president: He's a Princeton man (class of '31) who has been concerned, along with many other thoughtful Americans, over the ability of the U.S. to keep pace with the Russians in technical spheres. When Sputnik I went up **Gibson McCabe's** resolve hardened. As publisher of Newsweek, McCabe ordered an unprecedented make-over of and addition to his magazine—the new department titled Space and the Atom. Gib McCabe has been with Newsweek since 1942 when he joined the magazine as circulation director. Except for a stint in the Navy—not as a Lt. Com. but as a fairly lowly Lt. j.g.—he's been with the publication ever since. After the war he was manager of the European editions, with headquarters in France. A year later he was recalled to the U.S. to become advertising manager. In '51 he became general manager and three years later, vice president. It was McCabe's deep concern for the American-need-to-know that triggered Newsweek's well-known "Responsibility Series," plain talk about such topics as voting, the need for "eggheads," etc.



PHOTO BY GEORGE MOFFET—LENSGROUP

The Man in the Driver's Seat — Again

When you've got a thing—or a man—that works, keep it working. And that philosophy by his peers got **Richard J. Brown** re-elected president of the influential Sales Promotion Executives Association at its recent New York Conference—the group's second one. SPEA is six years old, grew out of an article and an editorial in the Jan. 15, 1954 issue of Sales Management. Today SPEA has membership of close to 1,000 sales promotion executives through the U.S., Canada—and with formation of a Benelux chapter in Belgium—Europe. Brown, a young stem-winder who is now (within the past year) vp of marketing for Pacesetter Homes, Inc., Chicago, is former sales promotion manager for U.S. Plywood Corp. Says he: "SPEA is well on its way to becoming one of the most important organizations in the marketing field because it is serving a real need . . . by clarifying the scope of sales promotion and by giving sales promotion executives their first real opportunity to obtain and exchange ideas and information on local and national levels. Through these means we can act to make all other marketing activities more effective." . . . Pacesetter Homes, is one of the midwest's largest builders.

What Is a Product Brand Manager?

"A brand manager," says the holder of this title at Chesebrough-Pond's, "must understand the sales functions . . . see that the ammunition arrives at the right place, in time, in quantity, supported by the right creative advertising to move the product."

By HARRY WOODWARD
Human Interest Editor

"The brand manager system," says Robert M. Fenner, who holds that title with Chesebrough-Pond's, Inc., "is like a wheel with radiating spokes. Each spoke—sales, advertising, merchandising, etc.—**must** be strong or the whole thing collapses."

Fenner, a tall, slim, balding man who looks younger than his 37 years, supervises the Pertussin and Seaforth properties of his company, new product development in the domestic market, and is involved with acquisition possibilities.

Right after the war he worked under Andrew "A for Adam" Lynn (now Chesebrough-Pond's vp of domestic marketing) at Colgate-Palmolive Co. Lynn was, and is, a firm believer in the brand manager system. So is his boss, Chesebrough's President Jerome A. Straka. When Lynn came into his present job, in 1957, he quickly instituted the system.

Back in his Colgate days Fenner was, as he puts it, "the junior bird man of the group." During his seven years with Colgate he got a grounding in sales, in merchandising, in promotion, in research, in everything except advertising. So, to round out his background, Fenner moved to Vick, became brand manager for cough drops, syrup, and inhalers.

After two years with Vick he left to join Coty, Inc., as assistant vp and, again, product manager. After a year he went back to Vick as group advertising manager and began doing positive thinking on the subject of marketing. When Adam Lynn called he was ready to be a brand manager for Chesebrough-Pond's.

"The title, brand manager," he says, "has been kicked all over the lot. It can mean a lot of things or almost nothing. Sometimes the brand manager is merely liaison between the company and the advertising agency. But here at Chesebrough-Pond's, the position means I'm responsible for domestic new product development, the expanding proprietary lines and Seaforth. I am also concerned with acquisitions. The domestic new products manager reports to me, and another man backstops me in the proprietaries and on Seaforth. Both men are very able, intensely creative, and free me for long-range planning. Planning, in this case, is vital. For example, we expect Seaforth to develop substantially in the next five years."

The marketing operation for the company was improved, thinks Chesebrough's high command, by the es-

About This Series

Sales Management continues to explore the meaning of new titles, new jobs, new opportunities opened up by our nation's growth. Chesebrough-Pond's vice president for domestic sales brought into the company the brand manager system and the men to help him staff it. This method of management is told through this intimate report on the activities of Robert M. Fenner, Pertussin and Seaforth brand manager. See Sales Management, April 17, page 42, for a report on "Product Manager: What Does It Mean?" in which Nabisco Marketing Manager and Sales Management subscriber A. Simon describes his new job.



Robert M. Fenner, C-P brand manager



It would take 1,000 salesmen, making 10 calls each per day, more than 11 years to make as many face-to-face contacts as you get from 1 ad page in 1 issue of the Post. Alfred Politz' study of Ad Page Exposure proved: 29 million times each issue, someone turns to *your* ad page in the Post!

Isn't this the kind of selling you want your advertising to do?

The Saturday Evening
POST
Sell the POST-INFLUENTIALS
–they tell the others!

"How can I give our product a **New Sales-Wallop?"**

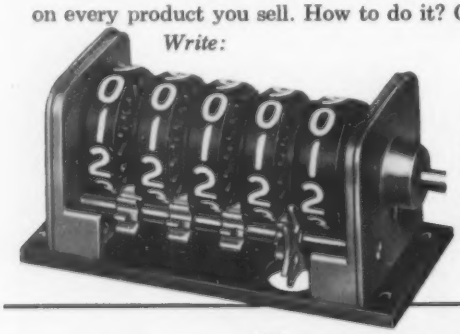


You always "Know the score" when you count on Veeder-Root!

Plenty of sales managers are worrying about that today. And here's one thing you can count on . . . a built-in Veeder-Root Counter will give your product a "degree in mathematics" . . . a new feature that's a whole sales-pitch in itself . . . *a fresh edge on competition.*

What's more, it gives you a running proof of your service guarantee on every product you sell. How to do it? Count on us to show you.

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Series 1370 High Speed Non-Reset Counter is compact, can readily be designed into many types of machines. Speeds up to 1500 rpm.

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tablishment of the Domestic Marketing Division with a brand manager system as its core. Last year the sales force was increased by 100%, and several new products went into test marketing. Packaging redesign projects were instituted on some of the "Vaseline" and Pond's brand products.

Fenner is responsible, under this system for coordinating all of the marketing functions, for the Pertussin and Seaforth properties. He starts the ball rolling, for instance, where domestic new products are concerned. He determines from market research, what size, price and package should be evolved for the projected product, and he follows through on all phases of design and marketing plans until the product is actually on the shelves.

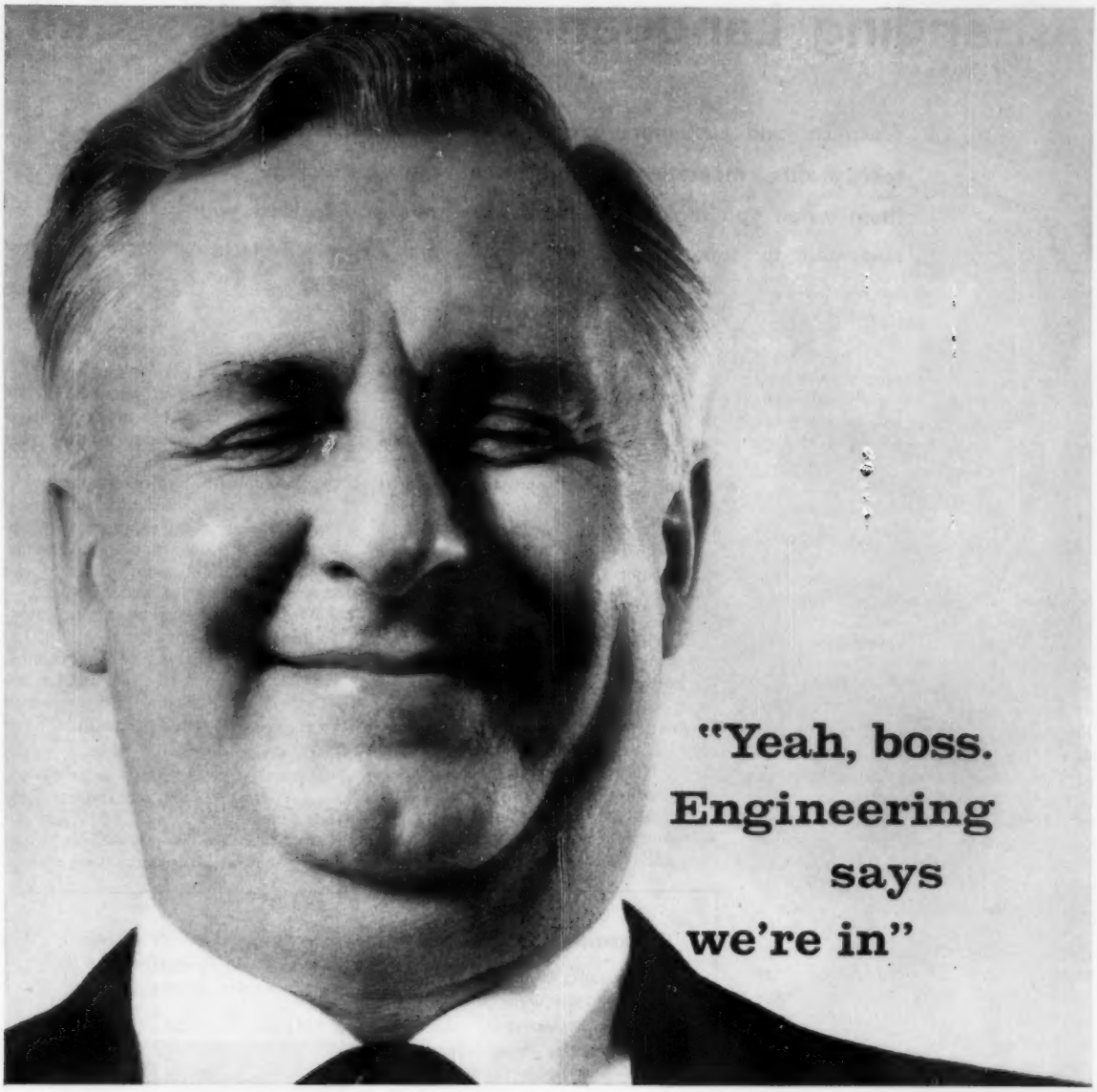
"A brand manager," he says, "must understand the sales functions so that the sales manager—who is the real field general—can lead his forces into action with the proper ammunition. And its up to the brand manager to see that the ammunition arrives at the right place, in time, in quantity, and supported by the right creative advertising to move the product to the consumers." ◆

The Company

Chesebrough-Pond's, Inc., is a postwar phenomenon. It was in 1955 that Pond's Extract Co. married Chesebrough Manufacturing Co. It was, in fact, a marriage of convenience. Pond's brought, as her dowry, the world-famous beauty creams. For 40 years Pond's had been famous for never missing a dividend. Chesebrough was over 80 at the time of the wedding. Its trademark, "Vaseline," was as widely-known as Pond's. And, like Pond's, the company had a long, happy relationship with its stockholders: For 72 years Chesebrough had paid a dividend each and every year.

The new company does a world-wide business. And the union has been blessed with children. In 1958 it added to the family all of the cosmetic interests of Vick Chemical Co.—notably Prince Matchabelli, Inc., Simonetta perfumes and cosmetics, Seaforth and Black Watch men's toiletries. Two years before Chesebrough-Pond's had adopted Seck and Kade, Inc., makers of Pertussin cough syrup.

How to get more business now



"Easy, fella. That's only half the sale."

The sales manager knows it takes two sales to get the business.

1. You have to get your product on the Approved List. Engineering or production or maintenance *and* purchasing executives are all involved here.

2. Then you have to sell *purchasing* on your company and your services – to get your share of the business.

One of the most effective ways to make *both* sales is to advertise regularly in PURCHASING, the methods magazine that for 44 years has helped industrial buyers in all phases of their work. This is the magazine they read for trends, background of the news, and for ideas on systems, inventory control, legal aspects of purchasing, and such important techniques as value analysis.

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the methods and news magazine for industrial buyers

PURCHASING Magazine's ten full-time editors represent a full century of practical purchasing experience. They speak with authority. They are read with intensity.

Changing Language of the Sales Call

Prospects and customers expect you, the sales executive, to talk profits, marketing, management and technology with them when you make sales calls. But have you trained your salesmen to talk in like terms? Buyers expect it today.

By JACK BERNSTEIN

The language of today's sales call is changing because each salesman must be qualified to talk to prospects and customers in terms of:

- Technology
- Management
- Marketing
- Profit

So declares John L. Gillis, vice president for marketing, Monsanto Chemical Co.

Today's successful salesman must, according to Gillis, understand the prospect's company and know the problems of its purchasing agents. The salesman must couple this understanding of the prospect or customer with complete knowledge of his own company's products and their performances. And the salesman must know when to draw upon his company's non-sales specialist to help him solve prospect-customer problems. Gillis cites these examples:

A relatively small company probably will want the advice of a larger supplier's staff to help it solve its operating problems involving such functions as accounting, traffic, patents, marketing.

A larger company may want to compare its organization structure with that of its larger supplier, with comparable management problems.

"An important feature of selling today is the salesman's ability to quickly grasp opportunities for servicing the customers and capitalizing on them," Gillis maintains. "His success is directly correlated with his knowledge of the customer."

Today, Gillis advises, the salesman should determine whether the customer is geared to make products on a quality or volume basis, whether he is suited for marketing industrial or over-the-counter products, whether his forte is highly intricate technical items or a generally nontechnical line.

The language of today's sales call is changing too, because of the two developments that have considerably modified the purchasing agent's status.

"First," Gillis points out, "what has been termed a 'technical invasion' of the purchasing department has taken place. The buying function now is being performed frequently by chemists and engineers in the chemical industry. When it comes to new products, today's purchasing man in our industry will make short shrift of a salesman who is uninformed about the properties of the chemical he is selling.

"The second modification of the purchasing agent function results from his becoming more a part of management and, in most companies, privy to management's thinking and planning. He often is a major contributor to it. His new stature puts the sales conversation on a management level."

For instance, Gillis points out, if a customer is buying a chemical in tank cars and decides to make a pipeline connection with a supplier, both purchasing agent and salesman must talk like financiers, discussing capitalization and depreciation. They must speak like economists in establishing the mechanism of price escalators.

Also, he says, they must talk like a long-range planning committee in determining whether such a lasting supplier-customer relationship is to the long-term benefit of both parties.

Today's purchasing agent thoroughly investigates the suppliers before doing business, Gillis explains. He also conducts his own market research and purchasing cost studies to determine his relative position as a buyer.

"Before a buyer sees a salesman, he prepares," Gillis points out. "He has objectives, things he wants to learn. The salesman should be just as well prepared. This purchasing agent's

Monsanto's Millionaires

Monsanto Chemical Company's sales in 1958 were $714 million. And each Monsanto salesman who wrote up these orders, with a healthy boost from the company's advertising and promotion, is credited by Marketing Vice President John L. Gillis with annual sales of "seven figures." That's an average of a million plus per man.

Gillis is a one-company man. He now is vice president for marketing, a member of the board of directors and of the executive committee. Gillis started with Monsanto in 1933, armed with a BS in business and public administration from Washington University, St. Louis, Monsanto's headquarters.

Gillis spends 40% of his time on the road. Each year he can report to Monsanto's president, Charles Allen Thomas, a nice increase in sales volume.



John L. Gillis
Vice President, Marketing
Monsanto Chemical Co.

the new york

travel market profile



In the New York metropolitan area, 5,340,000 adults made one or more vacation trips, and a sizeable 1,470,000 took non-vacation trips. Florida travel increased by 82% over 1954.

The sharp rise in the New York travel market was accompanied by significant increases in income, home and car ownership—evidenced by Profile of the Millions, 2nd edition.

Profile will give you exact information on the ability of each New York newspaper to reach and sell this market. Familiarizing yourself with Profile-2nd Edition can be the first step to more economical and more profitable means of bettering your business. The presentation is by appointment only. Call any New York News office.

The Daily News has 2,170,000 readers who took a vacation trip

1,300,000 *more* than any other morning paper
1,420,000 *more* than any evening paper

1,300,000 *more* than the Times
1,310,000 *more* than the Mirror
1,420,000 *more* than the Journal-American
1,520,000 *more* than the World-Telegram & Sun
1,600,000 *more* than the Post
1,730,000 *more* than the Herald Tribune

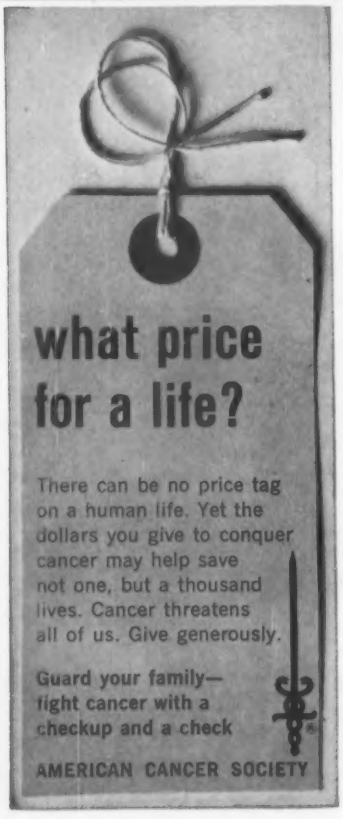
Source: Profile of the Millions—2nd Edition

THE NEWS, *New York's Picture Newspaper*

More than twice the circulation, daily and Sunday, of any other newspaper in America.

News Building, 220 East 42nd St., N. Y. 17—Tribune Tower, Tribune Square, Chicago 11—155 Montgomery St., San Francisco 4
3460 Wilshire Blvd., Los Angeles 5—Penobscot Bldg., Detroit 26—27 Cockspur St., London S.W.I., England





preparation puts the salesman at a decided disadvantage. We have found that only one out of four salesmen is as well prepared and well organized in his presentation as the purchasing agent."

Gillis considers the effect of this situation is detrimental and results in (1) loss of stature for the salesman; (2) loss of respect for the company.

"When Monsanto is ready to begin to buy a new raw material," Gillis discloses, "our purchasing people know who the suppliers are, who has the best price, what is the most economical way to purchase and ship it, where the best quality is and whether or not this quality will suit our need.

"They also know whether special handling precautions are necessary during shipping, and they know the back-up manufacturing capacity of suppliers."

There is no question in Gillis' mind that purchasing agents when negotiating with the salesmen today have a firm grasp of the subject matter and are technically and otherwise equal to their growing responsibility. "And their departments are staffed accordingly," he says.

In addition to learning technological and management terms, the sales representative who wants to remain successful should inject marketing phrases into his transactions. In the words of Gillis: "Marketing research has become another means of winning and keeping customers."

For example, when Monsanto recognized the potential of molded plastic furniture drawers, its market researchers found out the number of those drawers the market could use, what women shoppers wanted in furniture drawers, what complaints about drawers came into furniture companies and so on.

▶ Monsanto salesmen then went to molders with the idea, the design of the drawer, research findings on the market for the product and, in this case, even something very close to an initial large order from an interested potential customer.

"These extra services have become the salesman's long suit under today's competitive conditions," says Gillis.

"In our own company, we continually emphasize to our salesmen that Monsanto has a wealth of know-how in management skills in the various departments that can be used on a consulting basis for customers and prospects to bring about closer relationships. These extraordinary services may be all that is necessary in some instances to bring in a new account or to increase participation in established accounts.

"Furthermore, the art of selling and buying has reached a stage in which the salesman doesn't always make the call, and the purchasing agent is not the only one receiving suppliers' representatives. Often the buyers' and sellers' experts in production, finance and marketing will get together.

"But it is important that the salesman knows who to bring in and when." Our men are encouraged to call on back-up help, whether it be technical services, executives, packaging, manufacturing or advertising.

"Another interesting characteristic of the present-day sales call is its reflection of the emphasis on profits. This emphasis is being transmitted by more and more companies to their territorial selling forces.

▶ "Salesmen are thinking less in terms of gross sales and more about profitability. This, of course, calls for knowledge of shipping costs, long-term benefits and other vital factors. The accent is put on those products that are really important profit-wise.

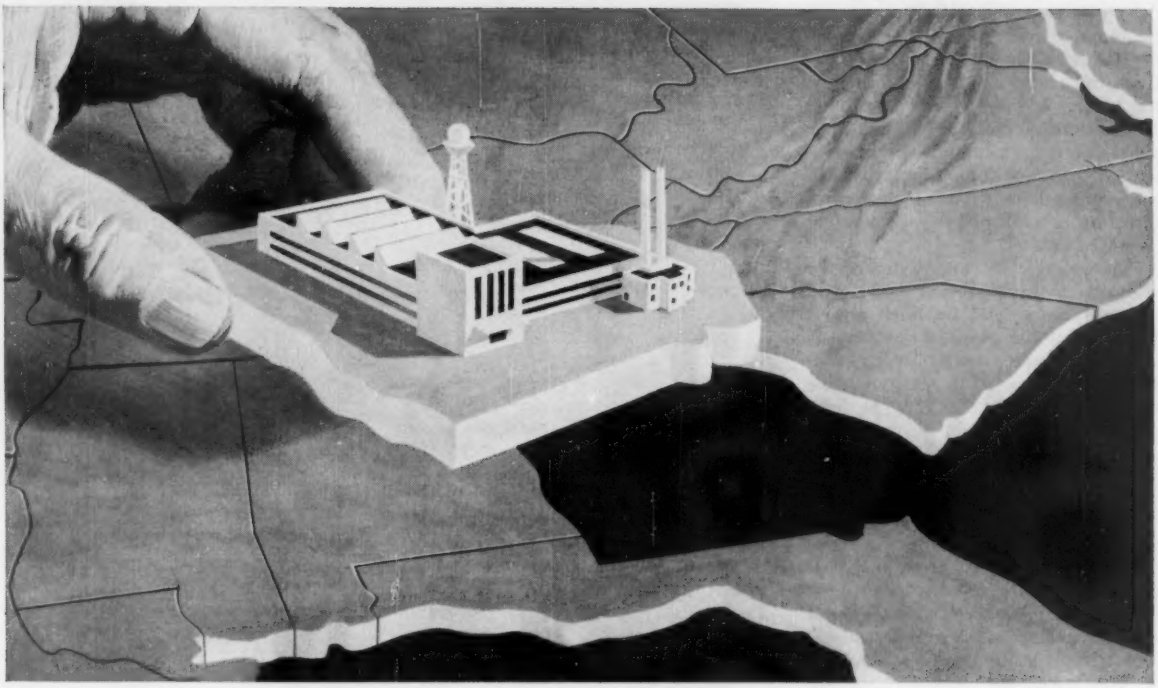
"Because the salesman is charged with the most profitable utilization of his time ($20 to $30 a call at Monsanto), he should manage his territory so as to devote the major effort to his most profitable accounts and products. The purchasing agent, too, is more careful to allocate his negotiating time to those products and services that involve the most dollars or promise the maximum return for his efforts."

Therefore, Gillis finds that the changes in the sales call have definite implications for sales executives, particularly in the areas of selecting and training salesmen and in communications with the field sales force.

"In our business," Gillis points out, "we tend to start with the technically-educated man as the raw material for our sales force, and as long as we continue to introduce new products — products which require technical services—we probably will go on doing so."

After a careful study of the competitive situation today, Gillis believes that the salesman should be trained in merchandising, management terminology and in management thinking to permit him to represent the company properly when selling products requiring a more knowledgeable approach.

"It has been my experience," he says, "that most of our really good salesmen — many of whom are old-timers in the business — are sensitive enough to the changes taking place around them to appreciate the need for this training.



GEORGIA POWER SELLS GEORGIA TO BUSINESS AND INDUSTRY

GEORGIA POWER SELLS THE OWNER-EXECUTIVE IN NATION'S BUSINESS

Leading plant site advertisers sell this profitable audience of business buyers:

Baltimore & Ohio Railroad
Chesapeake & Ohio Railway
Chicago, Burlington & Quincy Railroad
Colorado, State of
Georgia Power Company
Indiana Dept. of Commerce
Iowa, State of
Kentucky, Commonwealth of
Mississippi Agricultural & Industrial Board
Puerto Rico, Commonwealth of
Union Electric Company
Union Pacific Railroad
Utah Power & Light Company

Georgia has a lot to offer industry — an adequate supply of pure water; strategic location in the great Southeastern market; dependable, easily trained workers; moderate taxes; low utility rates; and wonderful climate. These are plant site advantages of acute interest to the ownership - motivated executives who read Nation's Business—the men who have an owner's interest, an owner's stake, an owner's authority to take action. That is why the Georgia Power Company, serving the largest area of any Southern utility, is getting action in Nation's Business.

Nation's Business is edited for owner-executives. Of 750,000 subscribers, 550,000 are the presidents, owners or partners of their firms. Here is broad coverage of all markets —the largest companies, plus those vitally important medium-sized companies on the move, on the way up. This is the broad, dynamic business market that holds the key to added sales . . . more profits.

16.5% gain in ad pages for the first four months of 1959

ACTION IN BUSINESS *results when you advertise to business and industry in* ***NATION'S BUSINESS***

More than 750,000 circulation, ABC . . . 10% executives of business-members of the National Chamber of Commerce and 90% other business and industrial leaders.



"We must remind ourselves month by month, week by week, even day by day, to communicate to our sales force the changes which we see taking place. It takes time to build up momentum in a sales force, but if we alert our men to trends as soon as we see them developing, we will have them primed for whatever change of direction or new program that might be necessary.

"Of course, we cannot expect the salesman to be expert in every area of our business and we must always be careful not to give him dangerously little knowledge on too many subjects. However, it is quite possible and practical to give him at least enough familiarity on a variety of subjects so that he will know when to bring in the experts, particularly when selling large accounts.

"We expect him to know intimately the purchasing people, but we feel that his position is stronger and that our position as a supplier is stronger if we have contacts at a number of different points and a number of different levels in the company.

"We want our technical service men to know the customer's research staff. We want our materials handling expert to know the customer's production personnel. We want our advertising people to know theirs. We believe that through these multiple contacts we can render a multiple service of the sort and in the quantity to warrant our preferred position as a supplier."

Aware of the changing language of the sales call in technical, management, marketing and profit terms, Monsanto has molded its sales training program to fit the "space age" demands.

"This," says Gillis, "includes a familiarity with the account's business management problems, the profit picture, marketing practices, fields of distribution and the corporate organization. In many respects, the scale has tipped in favor of 90% knowledge and 10% personality and skill comprising the sales pitch."

Believing that the day of the casual or courtesy call is outmoded, Gillis expresses abhorrence at the told-time prototype: "salesmen with a pocketful of cigars, a couple of dirty stories and a slap on the back."

To familiarize the salesmen with technological terms, Monsanto conducts product schools. The men are taken into the laboratories and the manufacturing plants where they are shown how the product is used and made. They see the components and the various stages they go through until they become the end product.

"At Monsanto," Gillis says, "we are a market-oriented company. Everyone is conscious of service to the customer and ultimate consumer, from the chemist to the employe on the assembly line."

Monsanto puts great stock in briefing the sales force on management and purchasing techniques because Gillis feels the purchasing agent is competent, well prepared and entitled to an equally serious level of approach.

"The increase in scientific buying—value analysis, cost analysis, purchasing research, share of the market studies and things of this nature," Gillis explains, "is making purchasing education prerequisite for the sales force.

"In our own company, the Organic Chemical Division has broken with the chemical industry's traditional one- or two-day training period in the Purchasing Department for all sales trainees. Instead, trainees must spend 90 days in purchasing operations, doing much of the buying for the plants.

"We believe that during the purchasing stint the trainee sees more sales techniques in operation than he ever could see traveling with the district sales manager. And he certainly learns much more about how the company is put together—its products, plant operation and production personnel."

Gillis recalls an apropos remark by one of the trainees who recently spent three months behind the purchasing agent's desk. He had this to say about the "business" of the purchasing agent: "He's so busy that conversation about inconsequential matters will do him and his company more harm than good."

The Monsanto salesman learns his marketing at regular sales meetings and through marketing letters. And then there are regional and divisional meetings to cover new developments and new products.

Marketing decisions are disseminated after the semi-annual meeting of the marketing directors of Monsanto's seven principal operating divisions. The officials "rough it" at a duck club near St. Charles on the banks of the Missouri River. This year the marketing meeting is scheduled to be held May 14 and 15. The policy is set after "knock-down, drag-out sessions" with no interruptions from such modern conveniences as telephones.

Modern thinking about profitability is taught Monsanto salesmen, and such terms as "value analysis" and "cost analysis" are not beyond their ken. In "value analysis" salesmen are prepared to answer the purchasing agent's questions about durability, proper materials, etc. In "cost analysis," they can answer this vital question: "How can I best get and operate profitably and the supplier make money?"

All these things are expected of a Monsanto salesman, each of whom is responsible for sales averaging seven figures. In summarizing the changing language of the sales call, Gillis lists these significant principles:

1. Salesmen should understand the buyer's business – in his terms – and know technical jargon in the field in which he is trying to place the goods.

2. Salesmen should have an objective, or express a recommendation to the buyer—in terms of the buyer's interests.

3. Salesmen should have valid and planned arguments to fortify and substantiate – in terms of benefit to the buyer. ◆

Why the Sales Call Language Is Changing

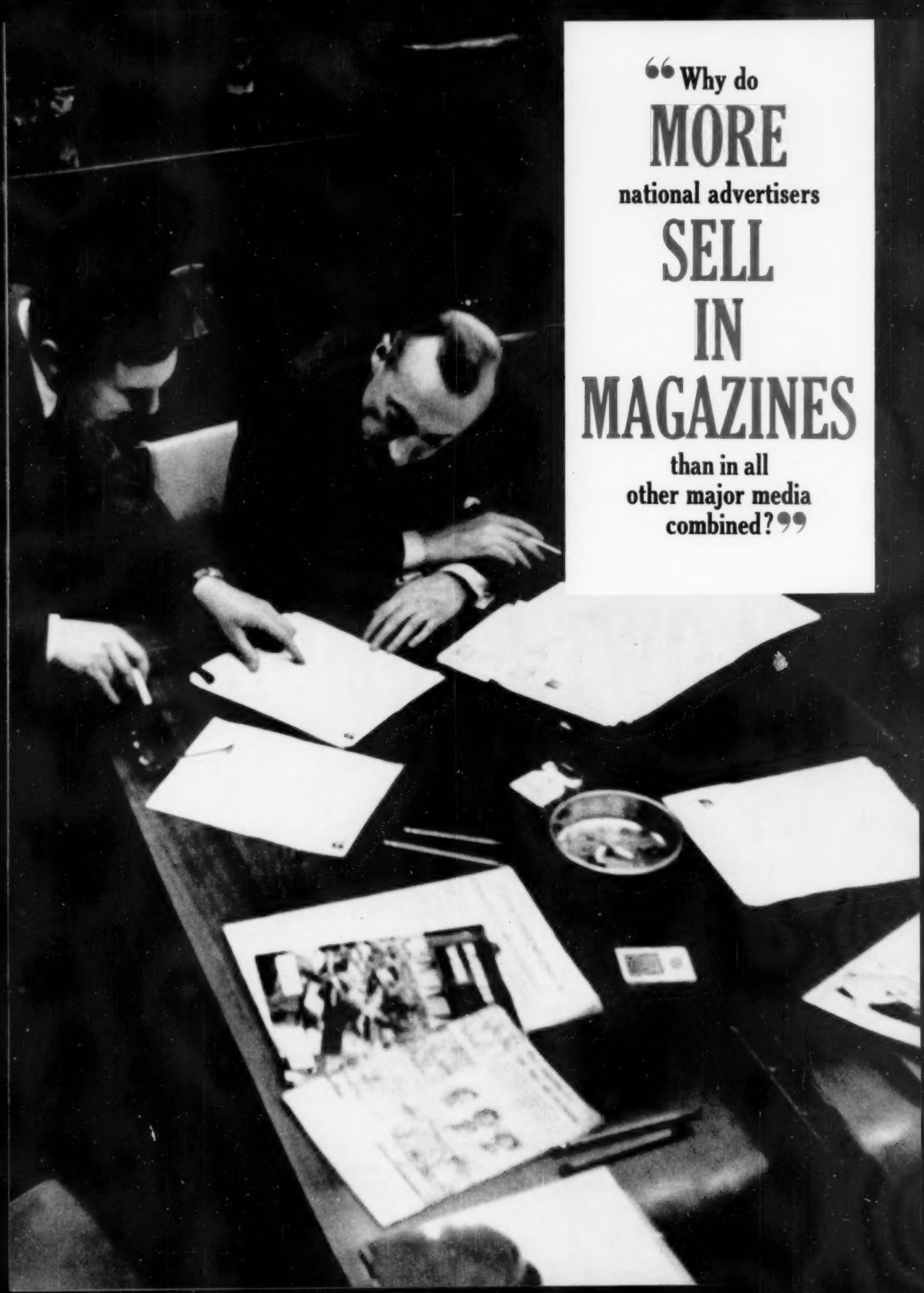
"The big reason for the change in the language of the sales call," explains Monsanto Chemical Company's vice president for marketing, John L. Gillis, "stems from every increasing technological sophistication.

"For example," continues Gillis, "at Monsanto about one-third of the 1957 sales came from products not in existence in 1947, about 15% in the past five years.

"Salesmen have had to increase steadily their knowledge of technology to sell today's more complicated products and products with broader application potential."

Gillis points out that since 1947 new chemical products have been introduced in the United States at an average rate of nearly 400 each year.

The technological advance, according to Gillis, has been made possible by the chemical industry's increase in research, the investment having climbed from $1½ billion some years ago to $7 billion a year today.



"Why do

MORE

national advertisers

SELL IN MAGAZINES

than in all other major media combined?"

MAGAZINES BUILD SALES TODAY-GROWTH TOMORROW

In the following pages, you will find more reasons—in the words of these 36 leading national advertisers—why "more national advertisers sell in magazines than in all other major media combined":

American Airlines, Inc.
American Motors Corp.
Argus Cameras
Armstrong Cork Company
Borden Company, The
John H. Breck, Inc.
California Packing Corp.
Carnation Co.
Chrysler Corporation
Diamond Walnut Growers, Inc.
Douglas Fir Plywood Association
Ford Motor Co.
General Electric Co.
General Motors Corp.
Hamilton Watch Co.
Hammond Organ Company
Hart Schaffner & Marx
Hertz System, Inc.
Hiram Walker Incorporated
Jantzen, Inc.
Kraft Foods
Murine Company, Inc.
New York Life Insurance Company
Oneida, Ltd.
Pendleton Woolen Mills
Pepperell Manufacturing Co.
Pitney-Bowes, Inc.
Quaker Oats Co.
Quaker State Oil Refining Corp.
Simmons Company
Sunkist Growers, Inc.
Wm. Underwood Company
Weco Products Company
Whirlpool Corporation
Stephen F. Whitman & Son, Inc.
Zenith Radio Corporation

This advertisement appeared as a spread, full color.



"Advance sales exceeded all estimates ...magazines did an excellent job..."

"This is the fourth of a series of national magazine advertisements that preceded the introduction of jet service on American Airlines.

"The primary aim of this series of advertisements was to establish American Airlines leadership in jet service within the United States. In addition to furnishing the reader with specific and rewarding facts about the speed of jet travel, the copy is careful to emphasize the additional personal pleasures of jet flight apart from the time saved.

"Because the advent of jet flight in the United States is of great natural interest to most Americans, the airline wished to reach the maximum number of potential travelers at the lowest possible cost. Magazines were a natural choice on both counts and the use of color served to give additional impact to the content of the advertisements. Accordingly American, a leading magazine advertiser for many years back, put behind its jet announcement campaign the largest magazine list in the company's history.

"Results? Advance sales exceeded all estimates and American is satisfied that national magazines did an excellent job in helping to establish its franchise of leadership in domestic jet service. In 1959 American continues its magazine expenditures with a substantial schedule in a variety of publications."

AMERICAN AIRLINES, INC.

This advertisement appeared as 1 page, full color.



"...sales double those of year ago—magazines deserve credit for their part..."

"Magazines have always played an important part in Rambler advertising strategy. Since the first compact Ramblers were presented to the public in 1950, magazines have helped spearhead the introduction of every new Rambler line. Magazines are especially suited to deliver the Rambler sales message. They reach millions of above-average income prospects at a low cost-per-thousand. Besides, American Motors has a long story to tell – the Rambler Compact Car story. Magazines reach prospects who have the time to read that story if it is presented in an interesting way.

"But our advertising had to be more than interesting. It had to match the personality of our car. The Rambler concept is entirely different from that of ordinary cars. Rambler is the only car to offer the 'best of both: big car room, small car economy'. To get across this concept we needed advertising as fresh and different as the Rambler automobile itself.

"As a vehicle, we chose what is essentially a magazine cartoon technique (we are now using famous magazine cartoonists with exceptional results). As you can see from the above advertisement, these ads are divided into two hard-working parts: the upper half in an interesting and entertaining way sells the Rambler 'Best of Both' idea; the lower part of each advertisement contains a beautiful four-color photo of the Rambler plus straight hard-selling copy about the Ramblers—low first cost, excellent gas economy and high resale.

"Today Rambler is the most talked about and most written about success in the automobile industry. Currently, Rambler 1959 model sales are more than double those of a year ago. Magazines deserve credit for their part in helping an excellent dealer organization sell an excellent car. Our future advertising plans call for the continued and expanded use of magazines."

AMERICAN MOTORS CORPORATION

This advertisement appeared as 1 page, black and white.



"Magazine prestige helped create one of the best recognized brand names in the industry..."

"The post-war years have seen Argus Cameras, now a division of Sylvania Electric Products, Inc., grow from a small company to a major factor in the huge U.S. photographic industry. In the course of this growth, Argus has been a consistent user of magazine advertising.

"For a precision product like a fine camera, brand image is important, both to consumers and dealers. Argus has used the prestige of leading magazines to help create one of the best recognized brand names in the industry. This prestige works for Argus on both sides of the counter, since retail sales clerks are exposed to the same high-impact ads as magazine readers.

"With a national distribution system that covers all sizes of markets and types of outlets, Argus finds that magazines offer economical and efficient coverage in proportion to potential. Magazine ads also meet the test of strong support demanded by dealers who handle photo equipment.

"Camera and projector advertising must sort out interested prospects, hold attention long enough to permit the interested party to note the merits of the product being described. Argus has found the magazine format a good environment for the ad message, on this kind of product."

ARGUS CAMERAS



1917



1927



1935



1947

This advertisement appeared as 1 page, full color.



1959

"41 years of consistent magazine advertising have made Armstrong the biggest selling brand in its field..."

"Back in September of 1917, Armstrong national consumer advertising was launched with a full-page magazine advertisement.

"Since then, Armstrong has been represented in a long list of national magazines by more than 3,700 pages for its floors, ceilings and other products for home and industry.

"Thanks to the ability of magazines to pinpoint audiences, Armstrong has aimed its sales message straight at homemakers and homeowners ...the prime market for Armstrong products. Here are some of the advertising objectives magazines have helped Armstrong to achieve:

- the quality image of Armstrong products has been firmly established.
- brand recognition of Armstrong products is the highest in its field. (A Brand Awareness Study was conducted in 1958. The average score of Armstrong floors was almost eight times higher than the average score of all competitors.)
- in "Starch Noted" ratings, Armstrong ads consistently rank at the top. (EXAMPLE: an average of 79.3% of women readers looked at Armstrong flooring ads in a "General Weekly" magazine in 1957.)
- finally, Armstrong—a small company in 1917—is today, by far, the world's leading manufacturer of resilient floors, and growing fast in other fields.

"Now, in 1959, Armstrong is running another heavy schedule of advertising in national magazines."

ARMSTRONG CORK COMPANY

This advertisement appeared as 1 page, full color.



"New customers found waiting 'spoons in hand' to try ice cream pre-sold in magazines..."

"The Borden Company has been a consistent user of full-color advertising in magazines since 1939. In the spring of that year, Elsie the Cow was introduced via magazines, and she and her family have been featured regularly in the medium ever since. Looking back over the phenomenal penetration of this trade character into family life all over America, the part played by magazines cannot be overestimated. Elsie and magazines together created an awareness of Borden's, and a friendly feeling of confidence in the Company, that has helped sell untold millions of Borden products. Magazines continue as a basic medium through which Elsie sells the Company's line.

"Magazines also have played a key role in establishing several important Borden products. Lady Borden has reached its position as the best-known, extra-quality Ice Cream in America largely through heavy, consistent magazine advertising every year since 1947. As Lady Borden distribution has been increased from year to year, we have found new customers waiting with 'spoons in hand' to try this fine Ice Cream on which magazines had pre-sold them.

"At Borden's, we have always believed in a balanced media program for national advertising, with each medium contributing its special strengths to the marketing effort. Magazines, with their advantages of selectiveness, fine editorial climate, excellent color reproduction and reader loyalty are important to food advertisers. Magazines, collectively, continue to be an important marketing aid for us."

THE BORDEN COMPANY

This advertisement appeared as 1 page, full color.



"New shampoo—introduced in magazines—achieves strong sales position in first year"

"Breck's new *Banish Dandruff Treatment Shampoo* had a number of unique features—objectives were to tell consumers about these new features; to build a distinct product image yet identify it as a Breck preparation; to effect broad distribution, and to motivate consumer purchases. In surveying available media, it was decided, on the basis of successful past experience, that national consumer magazines could best achieve the major objectives.

"Two categories of magazines were used. For the initial announcement, general, mass-circulation magazines carried full-color, full-page advertisements featuring the product from what was primarily the 'news' angle. Following this, consumer magazines for women were used to stress the consumer benefits to be realized from the use of the dual-purpose hair preparations.

"All major objectives were achieved with this magazine advertising. Consumers in general were informed of the new product and were able to identify it. Distribution was expanded on the basis of the 'impact' ads, the continuing campaign, and the salesmen's use of integrated sales portfolios built around the entire campaign. The shampoo, unknown to consumers as of January 1, 1958, was at the year's end in a very comfortable third place in terms of national sales of this type of preparation.

"National magazines made a major contribution in building a market for *Breck Banish Dandruff Treatment Shampoo* and historically, have had a major role in helping John H. Breck, Inc., to become a leader in its field. National magazines, therefore, will continue to be an important if not the most important media in its advertising plans for the future."

JOHN H. BRECK, INC.

This advertisement appeared as a spread, full color.



"Biggest-selling line in its field—magazines have always been the backbone of the sales story..."

"When four California food packers joined to form the California Packing Corporation in 1917, their marketing objective was to sell a fine quality brand of canned fruits and vegetables throughout the nation. It was decided to introduce this new brand—Del Monte—to American consumers with magazine advertising. Today, Del Monte is the biggest-selling line in its field—due in large part to over 40 years of continuous national magazine advertising.

"Magazines have always been the backbone of the Del Monte sales story. As a national medium, they provide uniform coverage of all parts of the country. By projecting the flavor and quality image to people everywhere, a brand loyalty was developed among magazine readers to become one of Del Monte's greatest assets. That is why a basic list of 18 magazines with a total combined circulation of well over 70,000,000 currently carries 14 separate Del Monte campaigns.

"One of our most powerful selling points to the grocery trade is the year-round influence of Del Monte magazine ads. Ads help Del Monte out-sell any other brand of Peas, Peaches, Fruit Cocktail, and Cream Style Corn. Ads introduced the runaway best-seller—Del Monte Stewed Tomatoes—helped turn Del Monte Pineapple-Grapefruit Juice Drink into a juice section sensation. Ads (like the one above) remind and pre-sell consumers the variety and extent of the whole Del Monte Line. And Del Monte pioneered the special storewide sales events backed by national magazines.

"Del Monte plans call for sustained, large-scale magazine advertising. This continuous national support keeps consumer demand growing—helps grocers grow with Del Monte Brand Foods."

CALIFORNIA PACKING CORPORATION

This advertisement appeared as 1 page, full color.



"...obtained cooperation from grocers and excellent reception by consumers..."

"Here is an example of how our magazine advertising serves as a basis for a successful store promotion.

"The advertisement pictured above was developed for the purpose of presenting a Carnation Evaporated Milk sales message in terms of service to the homemaker. The service in the ad takes two forms:

1. The recipe developed by the Carnation Home Service Department eliminates several trying steps in fudge making, is quick to prepare and failure-proof.
2. It provides service by offering suggestions for preparing a variety of candies from a single basic recipe.

"The large list of magazines supporting the promotion provided an important incentive for the grocer to back our promotion within his store. A complete merchandising service was provided, including display bins, large mounted posters, shelf talkers and recipe pads.

"The promotion received additional impetus from the combined merchandising efforts of two sales forces–the Carnation salesmen for Evaporated Milk and the General Foods salesmen for Baker's Chocolate. The two months prior to Christmas is by far the greatest sales period for chocolate. Thus the timeliness of the Carnation recipe, together with the combined merchandising efforts of two strong sales departments, resulted in effective store activity.

"Recapitulation of the promotion indicates that it achieved our goals in (1) obtaining cooperation from the grocers and (2) getting excellent reception of our recipe by the consumers."

CARNATION COMPANY

"Corporate campaign strengthens product divisions' selling efforts..."



This advertisement appeared as 1 page, black and white.

"This campaign is designed to operate as a Corporate backdrop to help strengthen Divisional selling and advertising efforts...by giving people the feeling that they get the best things first from Chrysler Corporation and can get them now. It is planned to help the divisional and dealer selling efforts also by emphasizing, 'A drive will bring out the difference great engineering makes,' capitalizing on the many new product innovations brought to the American public by Chrysler Engineering.

"Magazines were chosen for their ability to pinpoint an audience of people most apt to be in the market for a new car – and with the money to buy a new car. For a product in the price class of an automobile, that selectivity is increasingly important in today's buying climate.

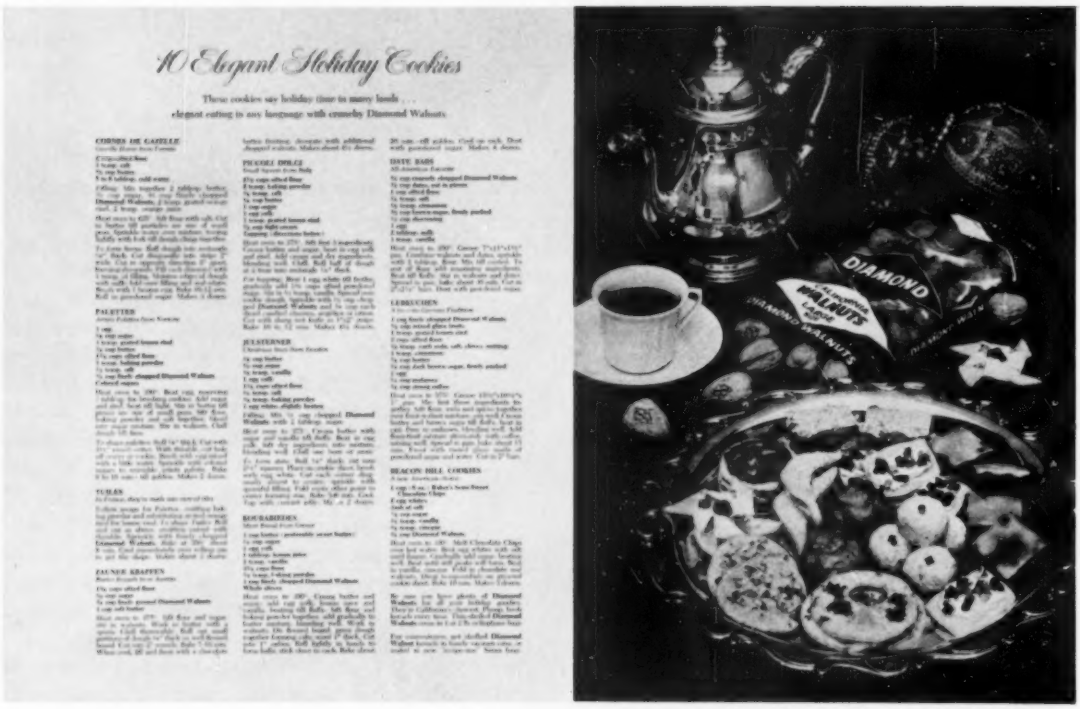
"The campaign is different – but different in a simple and believable way. It employs a new format with fresh, vigorous photographs portraying real people in lifelike circumstances. The business and professional man – the man who might be a factory foreman – the suburban housewife who acts as the family chauffeur and the salesman who bats his car over the road 300 miles or more a day – all solid citizens, but with emphasis on youth and modernity. The very people our dealers are selling.

"Perhaps the most unusual thing about the campaign is its *continuity*–a continuity entirely new to the automobile industry. Ads run every week in many of the nation's leading magazines.

"Results from a campaign like this go beyond any specific measurements. From all indications – spot checks in different parts of the country, enthusiastic reactions from dealer councils, awareness among prospects–this magazine campaign is succeeding in building the foundation for a larger, more profitable share of the market for our dealers."

CHRYSLER CORPORATION

"...most familiar brand for 3 out of 4 housewives..."



This advertisement appeared as a spread, full color.

"When a picture makes a reader hungry, she's in the mood to start baking. And it's hard to beat the realism and appetite appeal of four-color magazine reproduction.

"She's also in the mood to buy the product. And that's the very reason Diamond Walnut Growers have been one of the nation's leading magazine food advertisers since 1918.

"Walnuts are used principally as an ingredient. And magazine advertising can show them in use and in appetizing situations.

"Here in the magazines, too, the ads are surrounded by a congenial editorial atmosphere of new ideas and recipes. For it is to magazines that women turn for new food ideas. These are women who are genuinely interested in reading about products—and who have the purchasing power to buy premium price products.

"Just how convincingly has Diamond Walnut magazine advertising performed? In a recent Homemakers' Opinion Poll, 74.7% of the more than 4000 housewives interviewed, voluntarily mentioned Diamond Walnuts as the brand with which they were most familiar. (The next highest brand name received one-tenth as many mentions.)

"The ad on this page is typical of the type of magazine advertising that has made Diamond Walnuts a familiar household product. The handsome four-color photograph is combined with good, hard-working recipe information. And at the same time, it was designed to blend into the editorial format of the magazine.

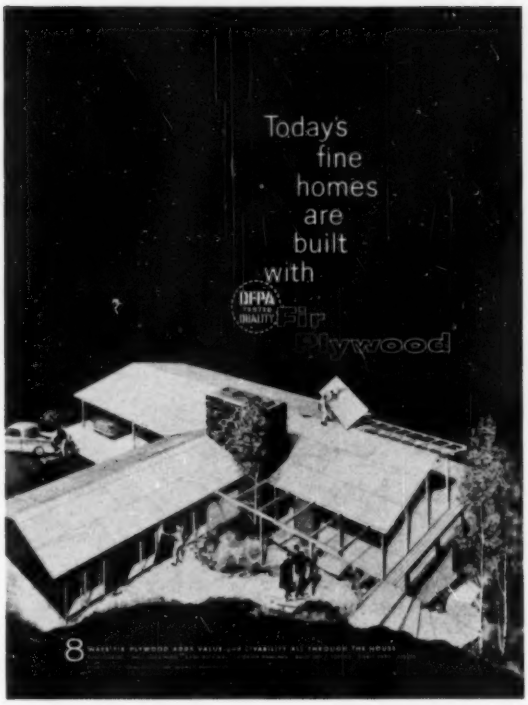
"Consistent magazine advertising like this has played an immeasurable part in the sales success of Diamond Walnuts."

DIAMOND WALNUT GROWERS, INC.

black and white.



This advertisement appeared as 1 page, full color.



"...separate campaigns create favorable image, draw inquiries at low cost..."

"In 1958, DFPA consumer magazine advertising had two jobs. The major objective was to build the concept of fir plywood as a quality building material—to create a favorable image in the minds of home buyers and owners. For this phase of the consumer campaign, four-color bleed pages were used in a selected list of shelter magazines. No coupons were used, and no particular attempt was made to secure inquiries. The year 1958 represented the start of a continuing campaign, designed to make a long-range cumulative impression.

"At the same time, a second campaign was developed which *was* designed to get actual orders for a vacation plans book. Rather than make this purely mail-order pitch a 'tag' on the primary color pages, the two appeals were completely separated. The plans-book copy was run in single column, black-and-white space in a list of mechanics, homecraft and shelter magazines.

"Results of the color campaign, by its very nature—and by the nature of a trade association's operation—are hard to evaluate exactly. We do know that reports from the field indicate it is being well received. It is, and will continue to be, merchandised to builders and dealers.

"However, results of the one-column 'mail order' series can be evaluated. Coupons, with enclosed dimes, continue to roll in. The copy has been repeated, without change, up to three times in a magazine without diminishing the pulling power. Cost per inquiry is at a record low for us—and we understand at a record low for several magazines used."

DOUGLAS FIR PLYWOOD ASSOCIATION

"Magazines carry major share of Ford Thunderbird advertising..."



This advertisement appeared as a spread, full color.

"The major objective was to present the first four-passenger Thunderbird in history and to define the character of this unique car.

"Following the announcement period, ten national magazines were selected to carry the major part of Thunderbird advertising. These magazines were selected because their circulation offered the greatest number of potential Thunderbird buyers at the lowest cost. And the impact of magazine color reproduction enhanced the beauty and the drama of the car.

"The success of the 1958 Thunderbird exceeded even Ford's fondest expectations. Thunderbird was one of the outstanding successes of the year . . . or any year in automotive history . . . and production was never able to catch up with demand. As part of Thunderbird's *continuing* success story, Ford has now accelerated its 1959 Thunderbird production schedule.

"National magazines carried the bulk of Thunderbird advertising in 1958. National magazines continue to play the major role – indeed, an even more important role – in Thunderbird's 1959 advertising schedule."

FORD DIVISION – FORD MOTOR COMPANY

This advertisement appeared as 1 page, black and white.



"Continuity schedule in magazines gets heavy dealer and distributor support..."

"OBJECTIVE: To reach the maximum number of people with the best possible message at the lowest possible cost... we advertised, for the first time, more than one product in an ad, using mass media with a continuity schedule that gave us exposure every week from the end of September thru the middle of December in major weekly and bi-weekly magazines.

"RESULTS: Enthusiastic approval on the part of our field force and distribution. The merchandising of a campaign using multi-product advertising is an easy one compared to single product ads. Starch figures extremely high, sales encouraging."

GENERAL ELECTRIC COMPANY
(Housewares and Radio Receiver Division)

This advertisement appeared as 1 page, full color.

"Magazines give specific coverage of immediate prospects and broad coverage of market..."



"Cadillac has been tremendously successful in telling its story to the public. The test of this lies in the fact that millions of people are convinced of the truth about Cadillac—its virtues are deeply imbedded in the minds of motorists the world over.

"To accomplish this feat, Cadillac has told the *right story* about the car—*that by virtue of the very dedication of the men who create the car, it is always the finest automobile it is possible to produce.*

"This story is always related in the *right way—in terms of human satisfaction.* Engineering and styling and performance and comfort are translated into terms of what they will *do* for the man at the wheel. Beauty becomes owner pride. Horsepower and engineering features become driving ease. Comfort becomes rest. Economy and dependability become practical satisfaction and peace of mind.

"And finally, Cadillac advertising has been and is telling this story to the *right people.* The selection of magazines plays a major role in the overall strategy, for it gives both specific coverage of immediate prospects and broad coverage of the general market. Never has Cadillac talked exclusively to immediate prospects. For the good will of the general public is indispensable to reputation and prestige.

"These then are the reasons why Cadillac advertising has had unprecedented success—the right story... the right approach... the right audience ...and always, skill in execution and purposefulness."

CADILLAC DIVISION, GENERAL MOTORS CORPORATION

This advertisement appeared as 1 page, full color.



"...increased share of the quality watch market..."

"From the first Hamilton national advertisement in 1908 to current promotion of the world's first Electric Watch, magazines have carried the major share of Hamilton's consumer advertising.

"Our advertising develops the idea that the Hamilton name on the dial of a watch adds special significance and value which set it apart from all others. The majority of fine watches are bought for gift use—usually within the family relationship. And the selection of an important gift is usually a carefully considered purchase. Our advertising in magazines stays in the home where it can be seen, read and re-read. And in magazines, we can dramatize the inherent beauty of our watches in color, against background of comparable quality and richness.

"The magazines in which we advertise deliver a pre-selected audience with above average characteristics—people whose income, education and buying patterns make them our most likely prospects. Coverage is important, too. Magazines concentrate our selling efforts in the urban areas where more people live and most retail business is done. Our magazine advertisements also establish basic copy and art themes for dealer promotional materials, and are themselves widely used as jeweler display pieces.

"Now in its third year, the Electric Watch has been eminently successful. It accounts for a growing share of our total watch business and has helped increase our share of the quality watch market. We feel certain that our consistent magazine advertising has been an important factor in this success. Further, it has continued to strengthen the corporate image of the Hamilton Watch Company, and maintain our leadership in the fine watch industry."

HAMILTON WATCH COMPANY

"...broadens market—establishes Hammond name—leads prospects to dealers..."

This advertisement appeared as 1 page, black and white.



"If you had visited every home in America as short a time ago as 1934, you could not have found a single electric organ. Why not? Because the electric organ had not yet been invented.

"Yet today you will find the Hammond Organ being played and enjoyed in thousands of homes, churches, and schools all over the world. In fact, to people nearly everywhere today the name 'Hammond' *means* 'organ.'

"A good deal of the credit for establishing the name Hammond so solidly and for making Hammond the industry's leader in sales can go to magazines. For ever since 1935, when the first Hammond Organ was introduced, Hammond has been a consistent national advertiser, and during all these years Hammond's basic advertising medium has always been magazines.

"Hammond *invented* the electric organ. So Hammond's first advertising objective was to sell people on a whole new idea—the fun and the lasting rewards of having an electric organ in the home. Expansion of the organ market is still one Hammond objective. At the same time, of course, Hammond advertising has always sought to make people Hammond prospects and to lead them to their Hammond dealer. And while all Hammond advertising employs a warm and human approach, you will find woven into the copy the exclusive Hammond advantages that make it the superior product it is.

"One interesting thing to note about Hammond advertisements is that each one carries a coupon. Every inquiry is systematically followed up both by Hammond and the Hammond dealer. The conversion rate of Hammond coupons is unusually high.

"To broaden the market, to keep the Hammond name well established, to make people Hammond prospects, to solicit direct inquiries—these are some of the advertising functions that Hammond has found can be performed exceptionally well by magazines."

HAMMOND ORGAN COMPANY

This advertisement appeared as 1 page, 2 colors.



"Hart Schaffner & Marx 100% in magazines — sells most in field..."

"In 1898, the HS&M name first appeared in full-page national magazine ads, and this company's belief in the magazines as the great national medium has not wavered since. It is indicative that 100% of our 1959 national budget will again go into magazines."

"Hart Schaffner & Marx sells more quality clothing than any other manufacturer in the world. We are interested primarily in selling our name and our label in our national ads, rather than attempting to sell a specific style or fabric or color. To get across a feeling of prestige, of fashion, of general good taste, and of course of complete dependability – all qualities which we believe our label connotes – we feel there's nothing quite like the national magazines. We are not selling an item – our dealer stores take care of that, locally, in their newspapers – we are selling a label. We want our advertising messages to have a certain lasting quality, to give an impression that lingers indelibly and emotionally. And for our money, this points unhesitatingly to the ad that's printed on the page of a magazine which is read *and retained* by the various members of a family."

"There is no question in the minds at Hart Schaffner & Marx regarding the effectiveness of our many years of sticking to magazines. The power of this consistent and undiluted program is brought afresh to us whenever we talk to our many dealers in the 49 states. They bank on our magazine ads, they tie in locally with them, and they have told us for years that our magazine series is one of the chief reasons why HS&M remains in the No. 1 spot in our industry."

HART SCHAFFNER & MARX

This advertisement appeared as 1 page, full color.



"America got 'the Hertz Habit' in our nation's magazines..."

"Since Hertz began national advertising in 1947, magazines have been our basic national medium.

"The objectives we laid out when we began our national advertising program were: (1) To establish leadership in the vehicle rental and leasing industry, both on a national and local scale. (2) To expand to new and broader fields, attracting potential customers who know little or nothing about our services. (3) To broaden our operation beyond the United States and into Canada, Mexico and other foreign countries. (4) To establish a reputation for client service.

"The degree to which these objectives have been attained confirms our belief that magazines are ideally suited to sell 'the Hertz Habit'. Another indication is this:

- In 1947, we began our national advertising program with a modest budget of $242,000.
- And—in 1958—the most successful year in Hertz history, our ad budget amounted to $4,250,000 and our services were available in more than 1,000 cities, including 257 cities in 31 foreign countries.
- Now, in 1959, which is expected to set new all-time records for Hertz, our ad budget is a record-breaking $5,500,000 and we are rapidly expanding our far-flung facilities.

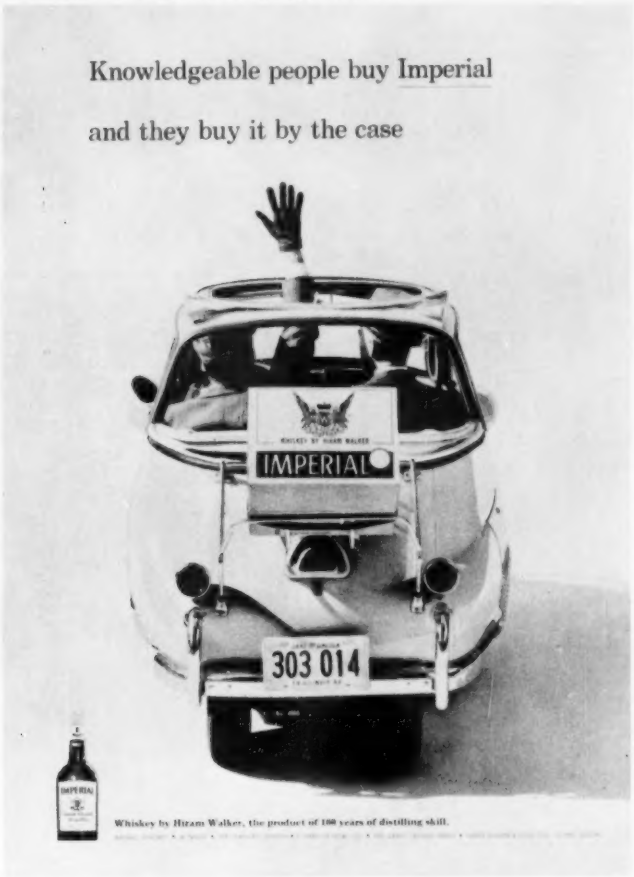
"We consider our advertising to be a vital factor in the growth of our organization and in the creation of its position of leadership in the industry.

"Traveling America got 'The Hertz Habit' in our nation's magazines."

HERTZ SYSTEM, INC.

This advertisement appeared as 1 page, black and white.

"Have never seen anything in advertising to equal the reaction..."



"Here's the story of an all-out advertising and display program that grew spontaneously out of the appearance of a single Imperial magazine ad last spring.

"Because of federal and state regulation and self-imposed regulation in the industry, interesting advertising for liquor products is hard to come by. We believe, however, that our 'Knowledgeable People' series is an exception. The scenes are arresting and the public's interest in them is borne out by their high readership ratings.

"One of the best of the situations showed a man with a case of Imperial in an Isetta car. We have never seen anything in advertising to equal the reaction of consumers, the retail trade and our own people.

"Without anything more than a proof of the ad, many of our distributors staged spontaneous marketing and merchandising programs based on an Isetta. When this evidence began to roll in, we decided to stage a nationwide drive on Imperial in the Isetta.

"We built a six-weeks promotion beginning on Labor Day. Brochures were made up for distributors' salesmen. Dimensional point-of-sale material was prepared. In some cases actual Isetta cars were used in windows or stores. Trade advertising was run. Our magazine list was expanded and the campaign was extended to newspapers and outdoor posters. Distributors ran their own ads in newspapers. Contests were held. Displays were set up in Grand Central and Penn Station.

"Results? Enthusiasm engendered by the original magazine ad carried through the entire promotion. It created interest and excitement among consumers and enthusiastic participation by salesmen, distributors and dealers. A completely successful promotion in every way, including that most important end product of all—sales."

HIRAM WALKER, INC.

This advertisement appeared as a spread, full color.



"Magazine advertising helped put us where we are today!"

"Jantzen, the Company that turned 'bathing to swimming' has always been an industry leader. But *being* first and *staying* first are quite two different things. It was with this in mind that we enthusiastically agreed to join our friends at Pan American Airways to help launch their fabulous, new Jet Clipper service.

"Our objectives were simple...establish an identity and relationship between Jantzen and Pan American, the Jantzen International Set Collection of advanced swim suit designs and the fashion era that the Jet personifies.

"To tell this to the trade was one thing, but to convince consumers was still quite another thing. We agreed to use magazine advertising as a sales promotion tool to accomplish this end. Our advertising program certainly helps stimulate retailers to stage their own promotions at the all-important local-level and this was important to the success of our promotion.

"This is just one more time when magazine advertising has helped Jantzen earn the reputation it enjoys today. Fifty years ago, as one of the nation's first national advertisers, we began building our magazine space schedule. Magazine advertising has helped put us where we are today!"

JANTZEN, INC.

"Magazines a basic for introduction of new products and penetration of product image..."



This advertisement appeared as 2/3 page, full color.

"Kraft Foods has for over 30 years used magazines as a basic medium for the introduction of new products and the penetration of product image to the mass audiences of the country.

"Velveeta was one of the first products in the Kraft line to use magazines as a base. In fact, Velveeta has been consistently advertised in major mass magazines for 29 consecutive years. Through the years, this product's advantages from an eating and cooking standpoint have been continually exploited.

"Currently, the major objective for Kraft's advertising for Velveeta is to publicize this cheese spread's *special* nutritional advantages in the diets of children and young mothers, both before and after the baby comes.

"The ability of magazines to seek out the young mother audience is, of course, a major consideration in Kraft's decision to use print in conjunction with mass television coverage.

"Four-color magazine illustrations are particularly well suited to presenting appealing situations depicting the interplay of emotion between the mother and child or children. In some instances, illustrations have shown a mother-to-be with her older child...a situation which is completely 'at home' between the covers of a woman's magazine—situations which do not lend themselves to fast commercial television nearly as effectively.

"The long life of the magazine, its advantages in presenting appetite appeal and label definitions, and its merchandising possibilities are other important considerations behind Kraft's use of magazines in the continuing support of Velveeta.

"The success of the media strategy employed on this Kraft product and dozens of other Kraft products that have used national magazines, shows itself most significantly in the brand position and market share data."

KRAFT FOODS

This advertisement appeared as 1 column, black and white.

"Establishes unique position in its field with small space magazine ads..."



"Murine has a unique position in its field. Few products have enjoyed such a widespread pattern of consumer use for so long.

"The primary objective of Murine advertising is to get more people to subscribe to the principle of eye hygiene and at the same time to increase the frequency of use of the product among both old and new users.

"Since the market for Murine is a mass market, magazines have long been the basic means of advertising Murine. Through magazines, Murine advertising reaches all kinds of people but still with a certain element of selectivity. The Murine market is national and these magazines provide fully national circulation supporting every retailer regardless of location in the country.

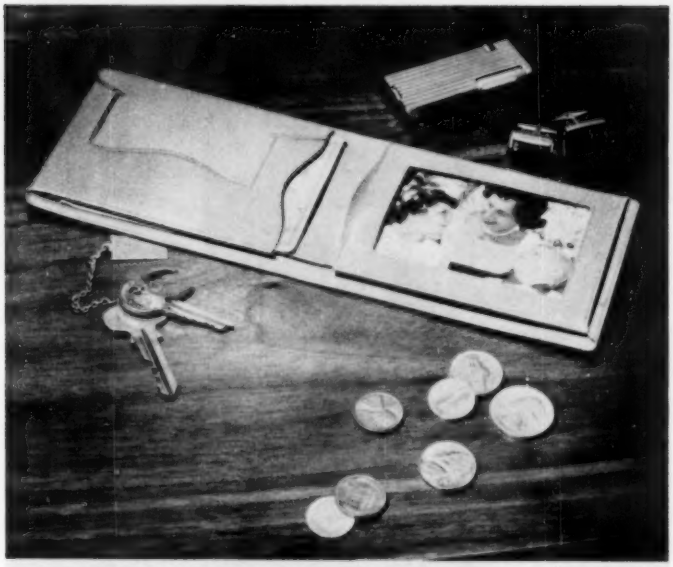
"Because only a small percentage of people at any one time purchase the product—and because the market is essentially year-round, Murine uses a large list of magazines on a high frequency basis.

"The kind of ads used are designed to fit into this broad, high frequency schedule. Space used is primarily single column black and white. In order to make these single column ads produce the maximum attention value, testimonials are used from well-known people whose faces and reputations are familiar to the public. Picture and headline in every Murine ad work together with the personality shown using the product and the headline always beginning with 'How I use Murine...'

"Murine sales under this basic strategy of small space ads used frequently in magazines have steadily increased year after year."

MURINE COMPANY, INC.

This advertisement appeared as 1 page, black and white.



Just pocket change every day can buy a young family $10,000 more security!

New York Life's Whole Life policy protects your family at a low premium cost—assures funds for their future—or for your own retirement.

New York Life Insurance Company

Life Insurance · Group Insurance · Annuities · Accident & Sickness Insurance · Pension Plans

"...agents welcome magazine advertisements as sales and merchandising tool..."

"During the past few years the New York Life Insurance Company increasingly has designed its magazine advertising as a sales and merchandising tool. Today, aside from our 'Career Campaign,' which builds prestige for both company and agents, Nylic ads are appraised in the light of this question: 'Will this advertisement concretely and directly help the agent sell?' In the opinion of our field force our magazine ads are doing just that. Among ways by which Nylic agents find that our ads help them to sell are these:

"First, our magazine advertising *opens doors.* An agent in Chicago had this to say: 'This $10,000 policy is a direct result of our recent advertisement in...' The applicant had become interested in a Nylic policy through this advertisement and had invited the agent to call.

"Second, our magazine advertising *works between calls.* An agent writes that a prospect called him recently for information about family insurance. When the agent called, he found a Nylic magazine advertisement with the prospect's notations written in the margin. The result, a $10,000 policy.

"Third, magazine advertising *builds prestige.* A Nylic agent recently sold two policies totalling $35,000 on the partners of a Long Island firm. The partners had mailed in an advertisement coupon, certain that New York Life would send someone thoroughly familiar with business insurance. The agent came in to see the partners with all the prestige of Nylic advertising behind him.

"Fourth, magazine advertising *lasts.* While browsing through two- and three-year-old copies of a national magazine, a man read a New York Life advertisement...contacted a Nylic agent... and bought a $20,000 policy.

"Clearly, our magazine advertising contributes to the sales efforts of our agents who have each year increased substantially both the number of policies sold and the average value of the individual policy—an average which has increased during the past five years from $4,700 to over $8,000. It is not surprising that Nylic agents have repeatedly expressed tremendous appreciation for the sales help of our advertising."

NEW YORK LIFE INSURANCE CO.

This advertisement appeared as 1 page, black and white.



"...introduced last fall, top-selling pattern today..."

"We believe in magazine advertising, we use it and we have used it since our very first ad appeared in 1902. The objectives of every Community campaign since that year have remained the same. We want to reach women, as we know that women are responsible for the selection of pattern and brand. And we want to show these women the best possible illustrations of our patterns so that they can study them, compare them and return to them as often as they please. Only magazines can do this job.

"The Community campaign this past fall was a good example of how we use magazines to accomplish this objective. We were introducing the new Silver Flower pattern. To help our salesmen place the pattern with wholesalers and retailers, we used 2-color back cover ads in the major trade journals. We also used 10-page inserts to tell the story in detail. Several months later we followed up with another back cover ad.

"Once the pattern had been placed, we again turned to magazines to help our dealers move the new pattern to the consumer. We used twelve national magazines reaching a total of 94 million readers, most of whom were women. The introductory campaign was concentrated in the October and November issues.

"As to the success of this campaign, we can only report that our sales were strong and healthy and that the great majority of our dealers, both wholesale and retail, advise that Silver Flower is the top-selling silver-plated pattern today."

ONEIDA LTD.

"Magazine advertising has helped make the Pendleton label a 'buy-word'...."

This advertisement appeared as 1 page, full color.



"Tradition plays an important role at Pendleton Woolen Mills in Portland, Oregon. Four generations, dating back to one of the West's first mills in 1863, have fostered the Pendleton tradition for dyeing, spinning, weaving, designing and tailoring 100% virgin wool products.

"Magazine advertising is traditional with Pendleton, too. It has helped make the Pendleton label a 'buy-word' for lasting quality, for classic styling, wherever fine sportswear for men and women is sold.

"Pendleton is famous for color, pattern and texture. In magazine reproduction these elements reproduce more faithfully than in any other medium whether art or photography is used. Men's magazines, weeklies and leading outdoor publications are on the regular Pendleton menswear promotion schedules each season.

"The merchandise shown in the accompanying advertisement is typical of the firm's interpretation of today's casual Western Way of life, with such universal appeal that this sportswear knows no season, no locale.

"For stores to derive top benefit from this full-page, four-color ad, Pendleton made available the following tie-in material: (1) 30"x40" full-color lithographed poster of ad art; (2) Easel-back counter card of the actual ad; (3) Special merchandising display unit; (4) Statement enclosures with order blank for stores' own imprinting; (5) Retail ad mats and 'open-end' radio-tv spots. Other selling tools available include Pendleton wool charts, with fiber and fabric swatches; wool handbook; history of Pendleton Mills, and a color film depicting every step of the Pendleton Woolen Mills vertical operation from flock to finished garment.

"This particular ad appeared in December issues of seven magazines. Approximately one-third of Pendleton's dealers throughout the nation tied in with this Pendleton Christmas promotion."

PENDLETON WOOLEN MILLS

This advertisement appeared as 1 page, full color.



"The only medium by which we can achieve each of our advertising objectives..."

"As the nation's leading manufacturer of fine sheets and blankets, *Pepperell* was first in its field to use national advertising over 30 years ago. Since that pioneering effort, we have explored and employed almost every type of national media available, from coast-to-coast radio and televison to national weekly and monthly magazines, in our continuing campaign to maintain our enviable position with consumers as the industry's leader in quality and style.

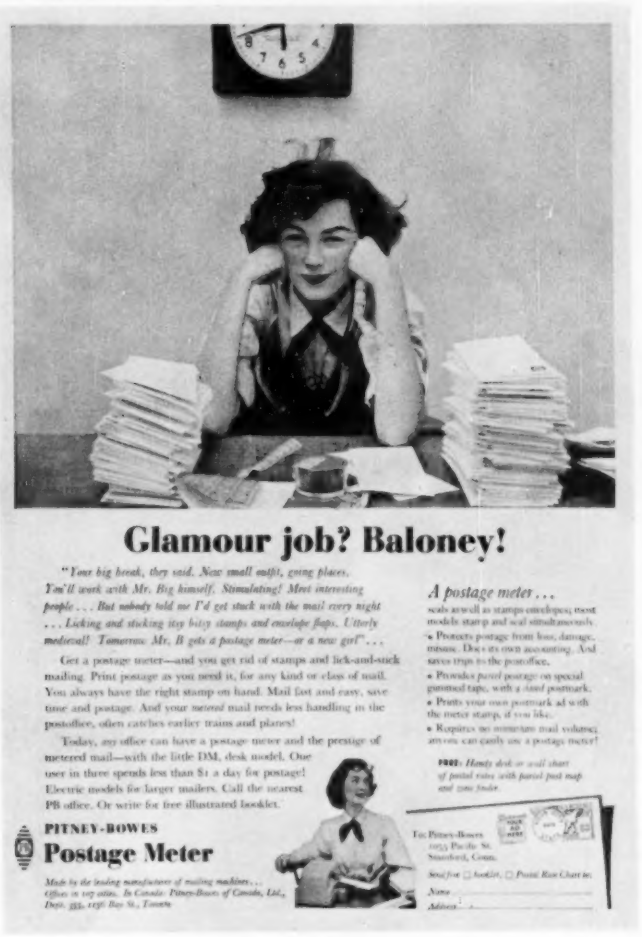
"These many years of experience and research have given us a very solid conclusion on which we now plan our monthly promotions. Our facts and figures compounded through these years have proven magazines to be the only possible medium by which we can effectively and least expensively accomplish each of our advertising objectives.

"Magazines can guarantee the particular audience interested in Lady Pepperell products at the lowest possible cost per thousand, and ever since Pepperell first introduced colored sheets thirty years ago, have been the only medium which can authentically and economically reproduce our fashion colors and designs, so important to Pepperell's reputation as a style leader.

"Individual retail stores which carry Pepperell Sheets and Blankets must, of course, use newspapers to reach their local markets. But these same stores have repeatedly expressed complete satisfaction with the basic pre-selling results which our full-color magazine campaigns give them. Without magazines, in fact, it might be impossible to publicize and establish the many new sheet styles and fashion colors which have contributed so much to Pepperell's leadership."

PEPPERELL MANUFACTURING COMPANY

This advertisement appeared as 1 page, full color.



"Magazines play important role in Pitney-Bowes advertising"

"Pitney-Bowes' major sales problem is to accelerate the change from the long established convention of using regular adhesive stamps to the modern system of printing postage with a meter.

"The company had 13,000 postage meters in use in 1938 when the first consistent magazine advertising began with an appropriation of $24,000. Using magazines as a major medium for its advertising, the company effectively reaches a large audience of people concerned with the operation of an office.

"Shortly after World War II, the company resumed full production and selling efforts. Sales, profits and the advertising appropriation have more than quadrupled since, with the 1959 appropriation for publication space being close to $700,000.

"With the production of small postage meter models, Pitney-Bowes moved into general magazines with ads designed to create a general awareness of the product, and briefly explain why Pitney-Bowes equipment is desirable, and available, for *any* office, even the smallest. Of secondary interest, although important, is the desire to obtain good inquiries or leads. Much attention is paid to pointing out the disadvantages of licking-and-sticking stamps and envelope flaps.

"Meters in use now exceed 250,000, while total postage paid on metered mail is over $1 billion a year—approximately one half of all U.S. postage. In increasing public acceptance and demand, as well as salesmen's morale, magazine advertising has been invaluable. Also, inquiries from magazine ads continue to produce valuable leads."

PITNEY-BOWES, INC.

"Appetizing 4-color reproduction ...authority with housewives make magazines an ideal vehicle..."

This advertisement appeared as 1 page, full color.



"To most American families, there's nothing better than pancakes for breakfast. Yet the trend today is toward short-cut, eat-and-run breakfasts that take little time and effort.

"Therefore, the main objective of Aunt Jemima Pancake Mix advertising is to modernize the over-all pancake image, and to create a lively and modern brand image for Aunt Jemima.

"To achieve this modernization, Aunt Jemima has used two basic elements:

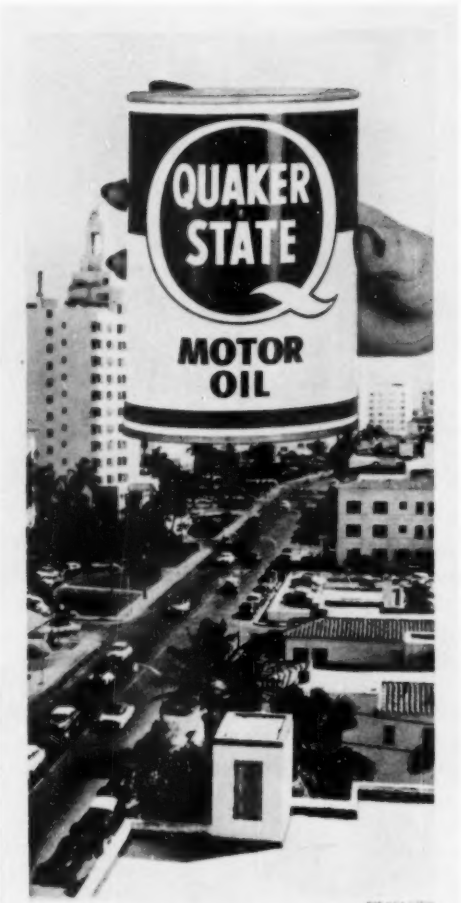
1. The easy, new Shaker Method by which the homemaker can "make perfect pancakes in 10 shakes". This eliminates mixing bowl and spoon – thereby cutting down preparation and clean-up time.
2. The presentation of attractive new serving ideas like the one pictured above, in which the batter is poured over cooked sausage meat, or sliced bananas, or mixed with orange juice instead of milk to create a refreshing new pancake flavor.

"And these service ideas find an ideal vehicle in national magazine color advertising because of their authority with housewives who buy most of the pancake mix and make most of the pancakes. Appetizing four-color reproduction provides the appetite appeal that makes the sale, and puts the pancakes on the table. Furthermore, the selective nature of the magazine medium makes it possible to reach, primarily, families with children–the families that account for the greater share of pancake consumption.

"This unique opportunity to select and reach an ideal audience with appetizing, lifelike color reproduction makes the national magazines a major part of the Aunt Jemima advertising program."

THE QUAKER OATS COMPANY

"Back of our position of leadership— 44 consecutive years of magazine advertising..."



Big news on the road today is Quaker State. This pure Pennsylvania oil is preferred by people from coast to coast who really *care* for their cars. You, too, will find there's a big difference in the cleaner, longer-lasting lubrication your car gets with **Quaker State** ... *it's the best motor oil money can buy!* Ask for it.

QUAKER STATE OIL REFINING CORPORATION, OIL CITY, PA.
Member Pennsylvania Grade Crude Oil Association

This advertisement appeared as a 1/2 page, 2 colors.

"When Quaker State Motor Oil was first introduced more than half a century ago, both the number of automobiles and the number of garages and service stations serving the car owner were very small. In those early days, Quaker State advertising consisted primarily of small dealer signs and booklets and folders for the car owner.

"As automobiles grew in number and importance, Quaker State started to use nationally circulated magazines to tell car owners about the advantages of using high-quality motor oil made from Pennsylvania Grade Crude Oil.

"Magazine advertising has been used for 44 consecutive years and has played an important part in the success of Quaker State. National magazines will continue to play an important part in Quaker State's 1959 program.

"Pictured on this page is one of the first magazine advertisements published by Quaker State in 1915—44 years ago. When it was published, the total motor vehicle registration in the United States was only 2,490,932 as compared to more than 65,000,000 motor vehicles today. Also pictured is a typical magazine advertisement as currently used by Quaker State.

"Magazine advertising has been used to tell car owners about the merits of using Quaker State to insure top performance and provide the finest protection to vital engine working surfaces. A large amount of credit is due to magazine advertising for the position of leadership Quaker State now holds.

"Magazine advertising provides an excellent tie-up with Quaker State dealer signs and displays of Quaker State packages at the point-of-purchase."

QUAKER STATE OIL REFINING CORP.

This advertisement appeared as 1 page, full color.



"Outsells all competition—national advertising concentrated overwhelmingly in magazines..."

"Simmons has been a national advertiser for 43 years—a period which parallels our years of greatest growth. During that time our advertising has been concentrated overwhelmingly in magazines where we have had the advantages of *quality presentation* and *selectivity*.

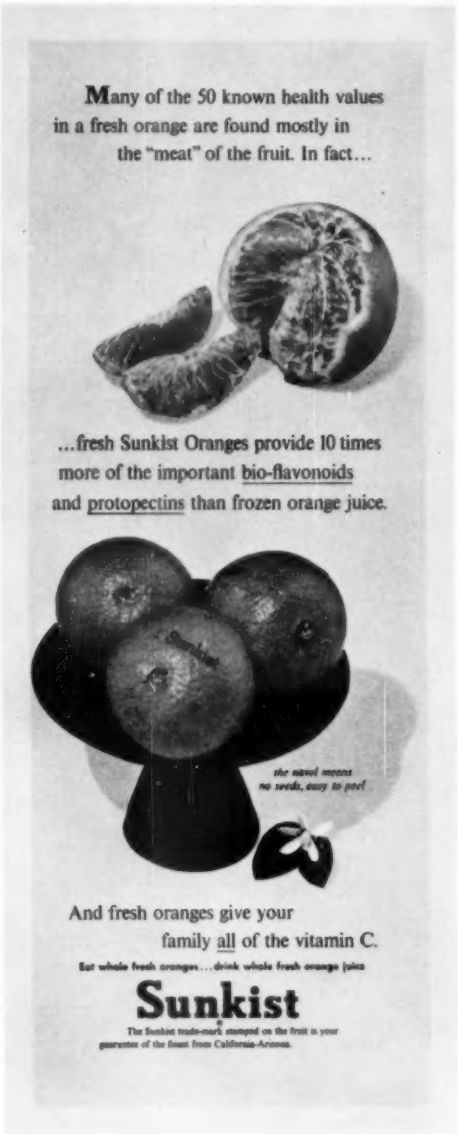
"By using sufficient numbers and diversity of magazines we have been able to achieve sufficient tonnage and coverage to get strong local impact.

"All studies on mattress preference have demonstrated that *Simmons, Beautyrest* and *Hide-A-Bed Sofa* have not only the highest position in our industry—but a familiarity among the general public that ranks among the highest of products or companies in any industry.

"Furthermore, Simmons has consistently outsold all competition by wide margins since 1925 when the now-famous *Beautyrest* was introduced through magazine advertising."

SIMMONS COMPANY

This advertisement appeared as 1/2 page, full color.



"35 to 1 consumer preference— the job magazines have done speaks for itself..."

"In 1958, Sunkist commemorated its 50th year of advertising. All through these years, Sunkist has relied heavily on magazines to carry its various selling messages to the public.

"Magazines have been a 'natural' buy for Sunkist. They provide full-color, quality reproduction so important in selling quality citrus fruit. They provide selectivity of audience and proper reader atmosphere. They stay around for weeks ...thus providing maximum opportunity for the advertiser's message to be seen, read and understood.

"The ad reproduction on this page, strong on health appeal, is typical of Sunkist's recent campaigns. In this type of advertising, introducing new health words and ideas, it is extremely important that the reader see, study and restudy the new words and thoughts in a relaxed and unhurried environment. Magazines fill this bill to a 'T.'

"The job that magazines have done for Sunkist speaks for itself. Sunkist and quality are synonymous in people's minds throughout the U.S. and throughout the world. And consumer preference for Sunkist citrus continues to grow. A recent national survey indicates that today consumers prefer Sunkist 35 to 1 over any other fresh citrus."

SUNKIST GROWERS, INC.

"Share of market even greater since use of full-color magazine advertisements..."

"Although Underwood Deviled Ham has been on the grocery shelves for over 90 years, we still feel that our advertising problem is to promote a greater brand awareness in two ways: (1) in terms of consumers and, (2) in terms of increased product consumption rate with current users. We also tried to develop a campaign that offers merchandising possibilities with related products at the supermarket level.

"In 1958, Underwood Deviled Ham was featured in half-page, full-color advertisements with eight insertions in each of four magazines. Only through magazines are we able to pre-select the audience with the highest consumption opportunities. Factors such as female readership, age of women readers, size of family, family income, are important to us. In addition, we have supplemented our national magazine advertising in eight major markets with spot radio.

"Although Underwood Deviled Ham has been a well-established product for almost a century and although it holds an envied position as far as brand preference is concerned, since we have been using full-color magazine advertising we have seen our share of the market grow to even greater strength. We have built even more strongly our brand position."

WM. UNDERWOOD COMPANY



This advertisement appeared as 1/2 page, full color.

"Product improvements—consistent advertising—keep leadership position..."

This advertisement appeared as 1 page, full color.



"The history of the Dr. West's brand has been one of consistently being first to introduce improvements and new ideas in the toothbrush field. These range from the first nylon bristles, the first toothbrush packaged in glass, to the newest innovation—a special anti-bacterial process by which every bristle is treated.

"For over a quarter of a century these Dr. West's Toothbrush improvements have been introduced and consistently advertised by means of magazines. Full page ads in full color have been the bulwark of the Dr. West's advertising with occasional spreads used to lend added impact.

"Dr. West's salesmen have become expert in merchandising the magazine advertising. Colorful portfolios showing the complete advertising schedule with all the ads have long been a part of every Dr. West's salesman's selling tools. This thorough visibility to the trade has built a reputation for Dr. West's products as being the top advertiser in their field.

"Much of Dr. West's success in securing display space in stores is the result of the trade's awareness of Dr. West's leadership in advertising. These display units combined with the consistent large space and full color advertising in magazines have kept Dr. West's Toothbrushes first in consumer preference. It is an advertising franchise of inestimable value.

"The firm establishment of the Dr. West's brand name is probably one of the outstanding examples of the power of magazine advertising to speed and intrench the acceptance of product improvements."

WECO PRODUCTS COMPANY

This 8 page insert appeared in full color.



"Special inserts add selling emphasis to year-around magazine program..."

"The eight-page color bleed insert shown above illustrates a very important advantage inherent in Whirlpool's way of using magazines.

"All year long Whirlpool runs pages and spreads in a group of magazines selected—on the basis of extensive media research—as the best vehicles for reaching a maximum number of prime Whirlpool prospects. These advertisements show America's homemakers the company's full lines of gas and electric appliances. All quality features and performance facts are hammered home again and again.

"But that is only part of Whirlpool Corporation's magazine advertising planning. At carefully chosen times—for product introduction or special selling emphasis—ads like this insert are placed. They create the excitement of the special sales event, the new product announcement, the full line story. As parts of the impression-making continuous program, they stand out as messages with special news value, moving readers to act now.

"This particular insert served a triple purpose. In addition to its impact as a big-space magazine announcement ad, it served as a direct mail piece and as a dealer handout—dealers, distributors and utilities used more than 1½ million copies. In this way, the continuing, broad base of magazine coverage was expanded to produce additional mileage in local promotions."

WHIRLPOOL CORPORATION

This advertisement appeared as 1 page, full color.



"Year-round national advertising helps make the largest-selling box of candy in the U.S...."

"Although box candy is sold year around, sales peak up sharply at such special occasions as Easter, Christmas, Thanksgiving Day, Valentine's Day, Halloween. Our sales and advertising efforts are keyed directly to this pattern.

"Our advertising has a dual strategy. One is emotional, related to the sentimental value of the special occasions. The other is rational, emphasizing the superlative quality of Whitman's chocolates. Magazine advertising ideally suits this strategy.

"Rich, appetite-arousing color reproduction in magazines gives tremendous impact to our sales messages. Magazines deliver our messages to the families in each community who are our dealers' best customers. And our magazine advertisements give immediate conversion to merchandising and display use.

"For each of the key candy-buying seasons, we prepare sales portfolios containing pre-prints of magazine advertisements and magazine schedules. Our salesmen use these portfolios as a direct sales tool, and dealers orders are based on their knowledge of the strong and continuing support our magazine advertising gives them. It is essential that this support be strong enough to enable dealers to clear out their stocks each season so that they will re-order fresh stocks for the next season.

"Our many years of regular magazine advertising has established one of the best-known slogans in the U. S.—'A Woman Never Forgets the Man Who Remembers.' And, beyond doubt, our year-round national advertising has helped make Whitman's the best-known, best-liked, largest-selling box of candy in the United States."

STEPHEN F. WHITMAN & SON, INC.

This advertisement appeared as 1 page, black and white.



"Sales exceeded those of any competitive remote tuning devices..."

"This magazine ad features Zenith's exclusive Space-Command remote TV tuning which was first introduced in national magazines in 1956. This presentation complies with Zenith's advertising objectives which stress Zenith quality and Zenith features and exclusives. You will notice that the consumer benefit of Space-Command, the exclusive Zenith feature, has been dramatized in the ad to get maximum reader interest.

"We consider national magazines one of the key ingredients in our advertising program and use national magazines on a continuous basis throughout the year.

"The sales of Space-Command remote TV tuning have exceeded those of any competitive remote tuning device, and we believe that national magazines have contributed importantly by telling the benefit and convenience story throughout the nation."

ZENITH RADIO CORPORATION

MAGAZINES BUILD SALES TODAY- GROWTH TOMORROW-*because...*

People believe what magazines say

Who, what, when, where—other media can tell. But Americans turn to magazines to find out why. Today, every literate American owes to magazines some of his knowledge, judgments, opinions and convictions—for people read and believe what magazines say. That's reflected in the way people feel about magazine advertising. "The public's attitude is that a magazine advertisement is a sworn statement of fact," says a leading advertising man. Another puts it this way: "Because of the tremendous volume of advertising and the welter of claims and counterclaims, today there's a great premium on magazines' believability."

Magazines put you in direct touch with the reader's mind

The deliberate concentration of the reader is a major reason why magazine advertising works. It results in deeper, more lasting impressions. Magazines call upon the reader at his convenience; they stay as long as he wishes, available for repeated reference. Magazines can also place useful material in people's hands —cookbooks, money-saving coupons, product samples. Magazines work for sales in more ways than any other medium.

Magazines can get you anyone or everyone

Want families particularly interested in homes? Want dual audience? Want teen-agers, or housewives or fashion-followers, or men? Or do you want everyone that's worth getting in the whole U.S. buying market? (Survey after survey proves that magazine readers earn more, spend more.) There is a magazine or group of magazines to sell your kind of product to your kind of audience, since each magazine draws to its pages a group of readers of common interests, tastes, desires.

The magazine is a trusted buying guide

Consumer confidence in magazines is a big reason why most marketers use magazines as the basis for their merchandising. And realistic product reproduction—with eye-catching, lifelike colors available—gets immediate recognition at point-of-sale...adds to magazine merchandising values. Retailers know that their best customers prefer to "shop" the ads in magazines—and to shop in the stores that display products they saw in magazines. Clearly, magazines are the most merchandisable medium.

Sponsored by



































in the interests of the magazines of America

















Prepared by the
Magazine Advertising Bureau of
Magazine Publishers Association,
444 Madison Avenue,
New York 22, New York

Advertising Agencies "Most Admired" By Sales Management's Panelists

SM
A SALES MANAGEMENT
SALES LEADERSHIP PANEL REPORT

If Sales Management editors were operating "The Great Advertising Agency Derby," they might come up with a tentative morning line something like this for nine of the entries:

Batten, Barton, Durstine & Osborn, Inc.	2-1
Young & Rubicam, Inc.	5-2
J. Walter Thompson Co.	3-1
McCann-Erickson, Inc.	4-1
Leo Burnett Co., Inc.	5-1
N. W. Ayer & Son, Inc.	6-1
Campbell-Ewald Co.	6-1
Fuller & Smith & Ross, Inc.	7-1
Grey Advertising Agency, Inc.	7-1

But that would be leaving out a field of 70 other well-trained entries with winning records, and so the odds above would have to be lengthened because so many others have a good chance.

The "picking" was done not by the editors but by sales executives, 106 of them, who are member-respondents of Sales Management's Sales Leadership Panel. Last month they were asked to list 1-2-3 advertising agencies whose work or reputation they most admire, other than the agency or agencies they now employ.

Editors told them, "We are sort of curious—and maybe you are, too—on the success or lack of success which advertising agencies are having in promoting their own services. . . . Granted that the owners of these agencies believe in advertising and are willing to spend their own money, yet some of them confess that with them it's like the shoemaker's children, and they do little if any 'house' promotion. Certain other agencies do a great deal. . . . Probably you are happy now . . . but some day you might consider an addition or a change. . . . Please list the advertising agencies whose work or reputation you most admire, other than the agency (or agencies) you now employ."

Before listing the 79 "most admired" choices, the editors wish to point out that because of the limited size of the sample a few fairly large agencies received no mentions. Unquestionably this would be corrected in a larger sample, and there might also have been more mentions of agencies well-known regionally, but not nationally.

And of course the returns shouldn't be taken as being **predictive** in any

How Advertisers Classify an Agency's Appeal

"Probably you are happy with the service you are receiving now from your advertising agency, but some day you might consider an addition or a change and we'd like to know which agencies have left the best impression with you," Sales Management recently asked its Sales Leadership Panelists.

"No doubt you believe you now have the advertising agency (or agencies) best equipped to do a job for you, and so we will ask you to omit those organizations in answering this question.

"Please list the advertising agencies whose work or reputation you most admire, other than the agency (or agencies) you now employ.

"If you can, would you give us the reasons why the agency you list as No. 1 has created this favorable impression on you?

Panelists' reasons fall into these categories (Many Panelists listed several reasons.):

REASONS	NUMBER RESPONDENTS
Campaigns (or individual ads) for others	25
Creativeness (originality, ingenuity)	22
Its own promotional efforts (ads, seminars, publicity, house organs)	17
Merchandising and marketing know-how (surveys, field work, sales promotion)	13
Its people (aggressive, progressive, young, alert, high caliber)	13
Service (facilities for solving many different types of problems)	11
Effectiveness of their copy (selling approach)	8
Business-like (grass-roots, non-Madison Ave.) approach	5
Specialized knowledge of a field	5
It gets results	4
Versatility (willingness to take small and large accounts)	4
Reputation	3
Manner of soliciting clients	3
Recent growth	3
Caliber of accounts	3
Aggressiveness	1
Independence	1
Snob appeal	1
Refusals of clients	1

sense. These respondents might change their minds, their associates might not share their enthusiasms, and some of the apparent "also rans" among the agencies would surely find ways of making up any handicaps. Furthermore, it's quite conceivable that an agency "most admired" for some quality might be lacking in other qualities desired by an advertiser.

With these warnings in mind, here are the agencies "most admired" by sales executives who are not now numbered among their clients. The tabulation was done on a point system (5 for first, 3 for second, 2 for third).

Batten, Barton, Durstine & Osborn, Inc.	96
Young & Rubicam, Inc.	78
J. Walter Thompson Co.	57
McCann-Erickson, Inc.	48
Leo Burnett Co., Inc.	35
N. W. Ayer & Son, Inc.	32
Campbell-Ewald Co.	30
Fuller & Smith & Ross, Inc.	26
Grey Advertising Agency	26
Campbell-Mithun, Inc.	21
Foote, Cone & Belding	21
The Cramer-Krasselt Co.	16
Marsteller, Rickard, Gebhardt and Reed, Inc.	16
Cunningham & Walsh, Inc.	15
Doyle Dane Bernbach Inc.	15
Kenyon & Eckhardt, Inc.	15
Ogilvy, Benson & Mather, Inc.	15
Tatham-Laird, Inc.	15
Erwin Wasey, Ruthrauff & Ryan, Inc.	12
Benton & Bowles, Inc.	11
Brooke, Smith, French & Dorrence, Inc.	11
Ketchum, MacLeod & Grove, Inc.	10
Compton Advertising, Inc.	9
The Brady Co., Inc.	8
Guild, Bascom & Bonfigli, Inc.	8
Hixson & Jorgensen, Inc.	7
The Schuyler Hopper Co.	7
The Buchen Co.	6
Kudner Agency, Inc.	6
Needham, Louis and Brorby, Inc.	6
Ross Roy, Inc.	6

Five points were garnered (either by a first-place vote or by a combination of a second and a third) by the following: The Baker Advertising Agency, Limited; Ted Bates & Company, Inc.; Victor A. Bennett Co., Inc.; E. H. Brown Advertising Agency; Burke Dowling Adams, Inc.; Byer & Bowman Advertising Agency; Sidney Clayton and Associates; Cockfield, Brown & Co., Limited; Farson, Huff & Northlich.

Also Griswold-Eshleman Co.; Kerker Peterson, Hixon, Hayes, Inc.; William F. Holland Agency; Kircher, Helton & Collett, Inc.; The Kleppner Co.; James Lovick & Co., Ltd.; Pacific Western Advertising Agency, Inc.; Tower Advertising Agency, Warwick & Legler, Inc.

Others, with scattering points, were Aitkin-Kynett Co., Inc.; Applegate Advertising Agency, Inc.; The Biddle Advertising Co.; Boylhart, Lovett & Dean, Inc.; D. P. Brother & Co.; Donahue & Co, Inc.; Evans, McClure & Associates; Clinton E. Frank, Inc.; Geyer Advertising, Inc.; Grant Advertising Inc.; Hoffman & York, Inc.; Charles W. Hoyt Co., Inc.;

Also The Keelor & Stites Co.; Klau-Van Pietersom-Dunlap, Inc.; MacManus, John & Adams, Inc.; Willis S. Martin Co., Inc., Advertising; J. M. Mathes, Incorporated; Maxon, Incorporated; McKim Advertising Limited; Meldrum and Fewsmith, Inc.; Robertson, Buckley & Gotsch, Inc.; Hal Stebbins, Inc.; Howard Swink Advertising Agency, Inc.; O. S. Tyson and Co., Inc.; VanSant, Dugdale & Co., Inc.; Vickers & Benson Ltd.; Waldie and Briggs, Inc.; The Wexton Co., Inc.; Edward H. Weiss and Co.; Zimmer-McClaskey Advertising Agency.

With what kinds of companies are these 106 sales executives associated? Perhaps for this particular study that question can best be answered by studying the agency company they currently keep.

Sales Management Sales Leadership Panel respondents in this survey currently employ 86 different agencies.

No agency is used by more than three Panelists. Three firms place their advertising through Young & Rubicam, Inc.; Fuller & Smith & Ross, Inc., and Erwin Wasey, Ruthrauff & Ryan, Inc.

Two firms employ Howard H. Monk & Associates, Inc.; Gray &

An Unusually Candid View

"To 'admire' an agency, I would have to be convinced that it has the means and personnel to solve our problems," says T. S. Andrews, director of marketing, The Martin-Senour Co., Chicago. "I feel sure that you don't want me to jot down the first three 'Big Name' agencies that come to mind." Andrews made no choices of agencies. But Andrews continues:

"No agency has tried to give us a reason for a favorable impression in so long that I can't remember when, except Wesley Aves & Associates, Inc., Grand Rapids, Mich. I suspect most feel that our agency [MacFarland, Aveyard & Co., Chicago] is so strongly entrenched that they have stopped trying. A pretty sad commentary."



I don't care what the trend is, it's too plain and it's too small

"This is the size we use for the Growing Greensboro Market!"



Set off a chain reaction! End up with carloads of sales by cashing in on one of the South's real big super-markets—the Growing Greensboro Market. It's a top shopping-and spending area, where one-sixth of North Carolina's population accounts for one-fifth of the state's $4 billion in total retail sales annually. This makes the Growing Greensboro Market the second best in the South and fourth best in the Nation in per family retail sales. If you want to pile those carts full with your particular product you will automatically select the Greensboro News and Record as your major advertising medium. Over 100,000 circulation daily. Over 400,000 readers daily.

Only medium with dominant coverage in the Growing Greensboro Market and with selling influence in over half of North Carolina!

Greensboro News and Record



GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelley, Inc.

Sales Management Figures

Rogers; Batten, Barton, Durstine & Osborn, Inc.; Meldrum & Fewsmith, Inc.; Lennen & Newell, Inc.; Arthur Towell, Inc.; The Griswold-Eshleman Co., and J. Walter Thompson Co.

G. M. Basford Co. is the agency employed by William R. Mogg, sales manager, Spring Division, Crucible Steel Co., Pittsburgh. Other than his own agency, the one he "most admires" is Fuller & Smith & Ross, Inc., and he reveals it is "only because of personal contact—outside of work."

T. F. Costello, general sales manager, Seabrook Farms Co., Seabrook, N. J., "most admires" Doyle Dane Bernbach Inc. His present agencies are Gore Smith Greenland, Inc., and what is now Kastor, Hilton, Chesley & Clifford, Inc.

W. W. Pennels, vice president. Typewriter Division, Royal McBee Corp., Port Chester, N. Y., places his advertising through Young & Rubicam, Inc. He "most admires" J. Walter Thompson Co. Second choice is McCann-Erickson, Inc., and third choice, Batten, Barton, Durstine & Osborn, Inc.

Marsteller, Rickard, Gebhardt & Reed's advertisements for itself in Sales Management registered with a Texas Panelist. This agency's seminars for media are mentioned by, among others, Don McComb, Warner Electric Brake and Clutch Co., Beloit, Wis. "They have done an aggressive job of telling the public of their aims and objectives." Howard H. Monk & Associates is the agency of record.

John C. Hewitt, president, Anahist Co., Inc., Yonkers, N. Y., chooses Ted Bates & Co., Inc., as the "most admired" agency (It's his present agency.). Hewitt's reasons: "Limited number of accounts. Their growth has been from existing accounts. They have more former 'copy chiefs' in their creative department than any other agency. Every department is headed by a senior partner. Top brains readily available. . . . They are well equipped to consult on every phase of marketing, product development, etc."

Young & Rubicam's "institutional advertising in marketing trade journals" has impressed Gerald F. Gilbert, Jr., marketing manager, Atlas Mineral Products Co., subsidiary of Electric Storage Battery Co., Mertztown, Pa. He terms Y & R "most creative and informative."

Robert D. Henklein, national sales manager, McIlhenny Co., New Orleans, picks Batten, Barton, Durstine & Osborn, Inc., and says it has "sound creativity on a firm base of research, awareness of the realities of the marketplace, size and resources to offer all necessary services." Henklein employs Fitzgerald Advertising Agency, Inc., New Orleans.

This is just a sampling of the agencies "most admired" and the agencies currently employed. Please keep in mind that Sales Management specifically asked Panelists **not** to list their current agency or agencies on the ground that "no doubt you believe you now have the advertising agency (or agencies) best equipped to do a job for you."

Among the first-choice votes of the "most admired" agency, four votes went to agencies whose names were unknown to the Sales Leadership Panel respondents. The vote was for whatever agency did the advertising for Trailmobile, Inc. [Farson, Huff & Northlich, Inc., Cincinnati]; Jaguar [Cunningham & Walsh, Inc.]; Ivory soap [Compton Advertising, Inc., New York City], and Armour's soap [Dial, advertised through Foote, Cone & Belding, Chicago]. A second choice vote was cast for Coca-Cola [McCann-Erickson, Inc.]. ◆





ALL MAJOR LEAGUE TEAMS FLY UNITED AIR LINES—

Extra Care is a quality that helped United Air Lines win the season air travel arrangements of *all 16* Major League teams. Fifteen of them will do *all* their flying on United—the sixteenth, part of its travel. Business groups, too, choose United for this same reason. In several instances, United has arranged "airborne" lifts of whole sales meetings—dealers *and* displays—to distant locations.

Your own needs will get the same expert attention. Plans will be tailored to your program. Call your nearest United Air Lines District Sales Manager. Or call or write: J. J. Dierson, Sales Promotion Manager, United Air Lines, 36 S. Wabash Ave., Chicago 3, Illinois.

WHY NOT YOUR "TEAM" TOO?



UNITED AIR LINES ®

THE EXTRA CARE LINE

The Fertile Rabbit That Brought Sales Instead of Bunnies



Tell the truth, has your family ever reacted to a sales and advertising campaign this way?:

Daughter: "Aw, why can't I have it for a pet. I'll take care of it."

Son: "If that thing comes, I'm going to leave with the dog."

Wife: "Where are we going to keep 200 pounds of rabbit food?"

That was the situation in the Pennsylvania household of Ed Turner, a salesman for the Walter H. Johnson Candy Co. (Powerhouse candy bars). It was pretty similar to reactions in the homes of some 100 Powerhouse salesmen.

And it was caused by a rabbit that didn't exist.

When the candy company decided to launch its new consumer advertising campaign in Sunday newspaper comics sections, it wanted to stimulate interest among its salesmen. Ernie Walker of Johnson's advertising agency, Hicks & Greist, Inc., came up with a direct mail campaign that had more bounce than a jack rabbit in spring:

His idea: a fictional "lucky rabbit" contest.

Here's how it worked:

Each salesman received a letter from a nonexistent Horace J. Cromley, president of the nonexistent Midwest Contest Corp. It told the men that "a friend of yours entered your name in the annual "Lucky Rabbit" contest, for which we are the official judges.

"This is to advise that you are one of the 200 fifth place winners."

A few days later they received letters from W. T. (Tex) Harbo, trapper and trainer of Texas Jack Rabbits ("If it's a Rabbit—we have it!"):

"We have just been advised by Mr. Horace J. Cromley that you are one of the winners in the Lucky Rabbit contest. He has placed an order with us for your prize, one of our famous housebroken Texas Jack Rabbits.

"Your rabbit, a healthy female was caught by our trappers three weeks ago and is just about housebroken. It will be ready for shipment, via Air Express, in about ten days.

"Most of our customers request that their rabbits be fore-bred before shipment in order to preserve the native strain.

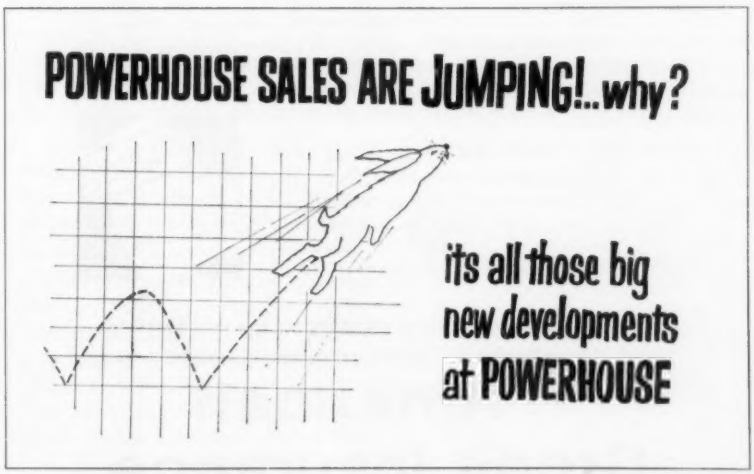
"Unless we hear to the contrary from you, we will have your prize rabbit inseminated before shipment. There is no extra cost for this service and it does not harm the rabbit."

A second letter from Tex Harbo informed the "winners" that a year's supply of rabbit food (200 lbs. of Texas mesquite beans) was also on its way.

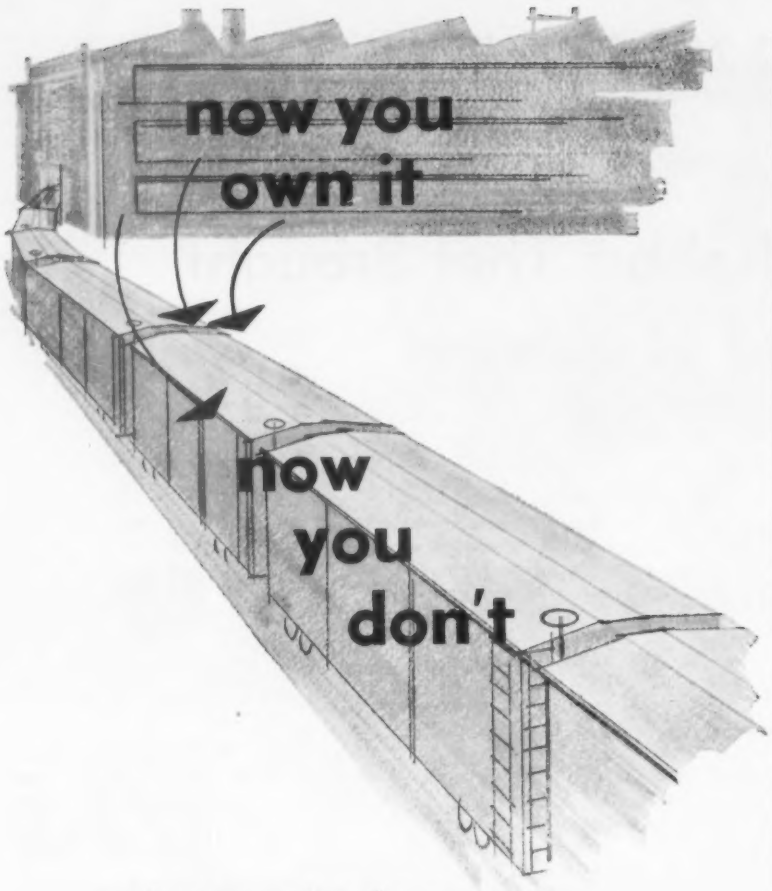
Then came a handwritten post card from the "friend," who supposedly had entered the winner in the contest, wishing congratulations. The friend's name was simply "Joe."

By this time confusion and frustration were rampant in the 100 salesmen's homes. Men wrote to Tex Harbo saying, "Keep the damn thing," but their letters were returned; others contacted the S.P.C.A.; others built rabbit cages. Finally the "rabbit" arrived.

It was a selling brochure based on a rabbit theme. Pages carried headlines like "Powerhouse sales drive for 1959 takes off like a rabbit," and "Powerhouse sales are jumping," and even "Grab a fistfull of lettuce" by multiplying candy sales. The ad campaign was announced and detailed and new packaging was explained.



BELIEVE IT or not, this is part of a rabbit. It may look like a page from a sales brochure, an dit is, but to a Powerhouse salesman, it's a rabbit, and he's sold on it.



a strong sales force... plus American Credit Insurance ...equals greater profit

Your company's sales progress is at stake when your merchandise changes hands. That's when American Credit Insurance, by protecting accounts receivable, contributes to continued sales growth. It also facilitates approval of larger lines of credit . . . minimizes over-caution by management which can restrict sales activity . . . promotes greater harmony between sales and credit departments. You've spent about 7% to get the order and ship it. Why not add 1/10 of 1% to guarantee payment?



SEND FOR BOOKLET on the sales advantages of modern credit insurance, or contact our sales representative nearest you. AMERICAN CREDIT INDEMNITY COMPANY of New York . . . Dept. 59, 300 St. Paul Place, Baltimore 2, Md.

Generate better sales planning by protecting your investment in accounts receivable

with American Credit Insurance

ANY ACCOUNT...NO MATTER HOW GOOD...IS BETTER WITH ACI

Comments one Johnson sales executive: "So far you may say, just another tricky mailing. And so it was—but with a difference. Each Powerhouse salesman now had a door-opener; he had a line of patter (the contest story) to give his candy buyers. And one which intimately tied in the flip-chart brochure as the story's conclusion."

Said one salesman: "It was so convincing that I'm still explaining to my customers and friends about the Jack Rabbit I didn't get and it gives me an excellent story when I present the advertising setup. If we can stir up our customers the way the 'contest' stirred me up, we should certainly do a bang-up job with this ad campaign."

Putting the Clock on the Selling Line

H-R Representatives, Inc. (national spot radio sales), has found a way to make time sell instead of fly.

Under the company's "time budgetary program," all salesmen have been equipped with wrist-alarm watches. When he sets up his sales call appointments, the H-R radio salesman determines the press of business on the individual timebuyer. After figuring the amount of time he needs to get across his sales points, the salesman gives himself a time limit, sets his wrist-alarm accordingly, and announces his self-imposed curfew upon entering the prospect's office.

When the alarm sounds, the salesman winds up his presentation, asks for an order, grabs his hat and sales ammunition and leaves.

"I've never met a timebuyer who had enough hours each day to perform the immense quantity and variety of duties required of him," says James M. Alspaugh, the H-R vice president who conceived the idea. "Meetings and more meetings, conferences, reports and memos, not to mention the actual buying of fast-breaking campaigns comprise the daily work schedule of a timebuyer.

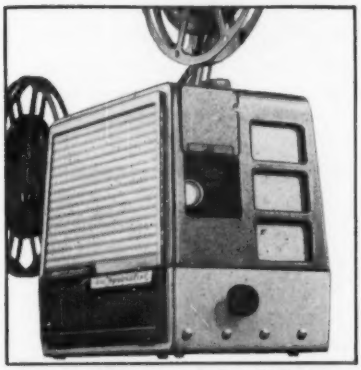
"Add to this the innumerable sales calls made by media salesmen and station men and you can see the work load a timebuyer is up against. Naturally it is only in the last area that we can help out. This is the reason the time budgetary program was inaugurated."

There's one more side to the idea. H-R estimates that by budgeting their time, salesmen will be able to make at least 15% more sales calls each week.

Helbros wrist-alarms are used. ◆



now yours with all Bell & Howell Filmosound Specialists



Rugged Filmosound Specialists are sapphire jeweled for 400% longer life. Choose from 3 models and many combinations of features!

Now, for the first time, the *audio* communicates as clearly as the *visual*. Bell & Howell's Pan-Harmonic sound offers new clarity and richness for sharper communication.

The vastly improved sound results from (1) a high fidelity amplifier, and (2) a newly designed speaker, *permanently mounted* in the projector case itself.

This permanent location provides *enclosed baffling* for superior fidelity and impelling realism. The location also insures *uniform distribution* of sound, forward and to the sides. Sitting high, at ear level, it projects sound *above* the usual obstructions and reaches the audience directly.

Add to this the *convenience* of a clean and speedy set-up, for with an integrated system there are no wires to string from projector to speaker.

Thus, in areas of 2,000 square feet or less, the new *Filmosound Specialists* offer remarkably improved communication and convenience.

Write for private audition

Gentlemen:
I would like to hear for myself, how Pan-Harmonic sound can improve our Audio-Visual communications.

NAME .....

COMPANY (SCHOOL) .....

ADDRESS .....

CITY ..... STATE .....

Write Bell & Howell, 7190 McCormick Road, Chicago 45, Illinois.

FINER PRODUCTS THROUGH ***IMAGINATION***

Bell & Howell

DON SPOTTS Says

"Guarantee your premium's success ...Keep consumers happy!"



I've often been asked how Spotts Mailing Corporation grew to its present stature within 6 short years. I feel we offer many advantages that make our service superior. The most important by far, however, is our ability to maintain the consumer's good will for our customer's product and company.

This is not always as simple as it sounds. "Consumers" can become "enemies" if not properly courted. Although it may not be our customer's fault, he alone must bear the consequences if there is dissatisfaction over delay in receipt of a premium, or displeasure at receiving what the customer might feel is an inferior item.

We at Spotts project ourselves into our client's position. If there is a delay—for any reason—we are quick to send "delay cards" that explain causes for the postponement and win customer cooperation and good will. The consumer is made to feel important. He becomes a partner in the premium promotion instead of a disgruntled "victim".

Here is a list of some of our services. If you have problems within the scope of these fields, we would be happy to help you solve them in a way that will make both you and your customers happier with your premium promotions.

PREMIUM MAIL HANDLING

PREMIUM CONSULTATION AND SALES

CONTEST MANAGEMENT AND JUDGING

DIRECT MAIL HANDLING

MARKET RESEARCH

AUTOMATIC PACKAGING

Just call us collect. Spotts Mailing Corporation, 2402 University Avenue, St. Paul 4, Minnesota (Midway 5-5841.)

SM Sales Promotion Section

MAIL PROMOTION

By JANET GIBBS, Sales Promotion and Direct Mail Consultant

Wanted: New Dealers!

Mid-States Corp., manufacturer of mobile homes, believes so strongly in direct mail that William Henry, director of marketing and distribution, says: "Our sales patterns are in direct relation to the content and number of bulletins (d.m.) sent out from our ten plants. As long as the message is believable, informative and written in a manner which catches the interest of our dealers, our response in terms of sales is affected."

This, of course, is the conservative way of saying that when one firm, in a relatively new field, grows so big, big, big—so fast—you can chalk it up in great part to the happy marriage of smart advertising and selling (and to the pioneering spirit of a company that dares to carry 13 lines—13!).

The company's direct mail takes advantage of many of the familiar and proved techniques. But to catch, hold and make money on the interest of their dealers, Mid-States often departs from the norm in copy or format. For example . . .

To get new dealers, to establish the salesman as a familiar friend before he even makes his first "cold swing" into a relatively new part of the country, this five-part program was developed:



This was the first of four posters mailed a day apart, timed to reach 50 of the top dealer-prospects in the states to be developed. Delivery was made on the four days prior to the salesman's personal call. He handed the fifth poster to his prospects as a business card.

Production costs were very low. Printed in black on colored papers, size 8½" x 11" . . . this series paid off because the creative idea behind it tickled the prospect's bump of curiosity. Once his curiosity was aroused, he was a sitting duck for a good salesman!

Selling copy was direct, a blend of humor and just enough sincerity.

Did the idea work? This particular salesman reported that he had captured nine new dealers out of the 50. And with his

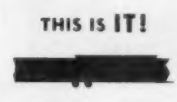
picture on more walls than the company ever dreamed of, he'll up this score. The rest of his prospects will remember his sales pitch, for who could forget with that picture looking at them day after day?



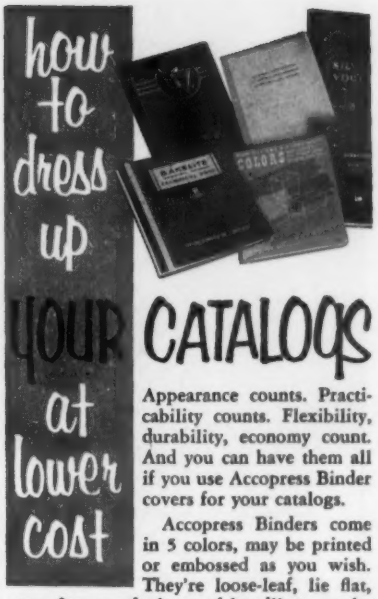
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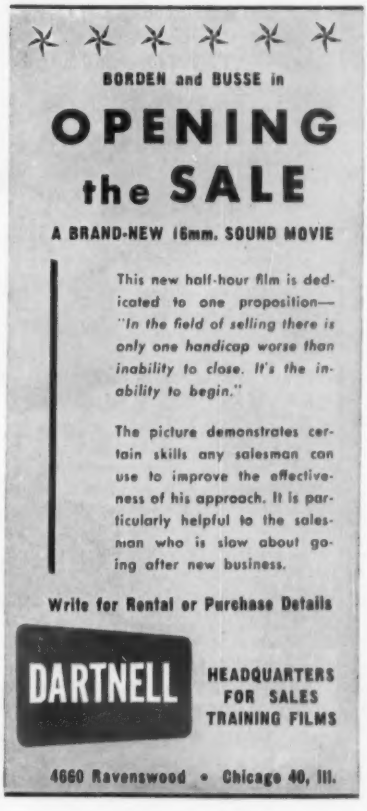
Dealer contacts-by-mail are continuous. Even standard bulletin formats are productive because of selling copy. The copy sells the idea, the dealer and the buyer. For example, here is a selling point, a new way to talk about it and a gimmick to make the dealer remember to use it.

The idea: Space creation by scientific use of optical design was summed up in a coined word, OPTICS-PANSION. The copy explained the idea and concluded with the thought that "a planned paintline made the mobile unit look a city block long" and an invitation for the dealer to "notice for yourself the next time you go outside."

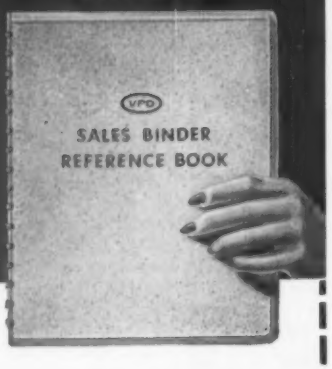


This was the title page of a model change announcement. Sixteen pages, 5" x 8 1/2", printed in black on colored papers, all type set. **One idea to a page** sold the dealer on the model change and gave him a presentation he could use to impress the buyer. Pages were simply stapled together. The whole thing was enclosed in a brown paper bag which was used as the mailing envelope.





IF YOU NOW
(or ever will) BUY
SALES PRESENTATION
BINDERS



. . . we'll give you this
invaluable 90-page

VPD SALES BINDER
REFERENCE BOOK

FREE

Describes, illustrates and gives prices of over 45 different styles (in many sizes and colors) of ready-made VPD SALES BINDERS.

HELPS YOU TO:

CUT BINDER COSTS DRASTICALLY — ready-made VPD BINDERS are far less expensive than custom-made jobs.

DEVELOP PRESENTATIONS FASTER, MORE EASILY—you can select a style and size (7 x 5 up to 24 x 18) from over 400 different "in stock" VPD binders immediately and tailor presentation material to it.

ELIMINATE WORK, HEADACHES — no nuisance of "working out" a binder, no time wasted explaining specifications, approving samples. Just look thru VPD REFERENCE BOOK and select.

MEET DEADLINES EASILY—all VPD BINDERS are ready for immediate delivery from your stationer.







WRITE NOW FOR YOUR
FREE COPY OF THE #10
VPD BINDER REFERENCE BOOK
to: JOSHUA MEIER COMPANY, INC.
601 West 26th Street, New York 1, N. Y.
manufacturers of sales binders since 1933

SALES PROMOTION IDEA FILE

By LARRY SCHWARTZ, President, Wexton Advertising Agency, New York

Postage Stamps Replace Trading Stamps

Jack Bone, Dockson Corp., sent in the following item: "Driving through Louisiana a few days ago, I noticed a clever switch in the current savings stamp craze. A service station had a large sign out front proclaiming 'WE GIVE U. S. POSTAGE STAMPS.' Nothing is as useless to a bachelor or traveling man as a handful of trading stamps."

I'm sure the trading stamp people will take issue with Bone's opinion and point to many items in their catalogs that can be used by the bachelor and the traveling man. It would be interesting, however, to learn how effective such switches from the time-tested trading stamps and premium coupons have been. A Long Island car dealer offered a $25 Savings Bond to everyone who purchased a new car from him, but the offer made me feel that he would simply tack the $18.75 on to his price.

Over the years I have received hundreds of mailings from insurance companies, and I notice that one of them always offers the same leather-bound notebook with my name imprinted in gold. I had occasion to speak to one of the executives of this company, and I asked him why he stays with this seemingly old-hat offer. He told me that they had tried dozens of other offers, but that this always outpulled the others, year after year.

Trading stamps and premium-coupon plans seem to have that same kind of longevity. Look for a new development in this field, a plan originated by Premium Service Co., Teterboro, N. J., whereby advertisers will be able to link their short-term consumer or trade-incentive programs to a long-range coupon-saving program. Short-term programs, instead of being one-shots that have a brief impact and then are finished, will provide the initial take-off for product-coupon programs that will keep the consumer or the dealer buying a certain brand for years.

Cigarette Manufacturer Buying Display Space in Super Markets

P. Lorillard is currently paying $5-$10 per month per super market store unit for guaranteed prime display space in cigarette racks. Many retailers throughout the U. S. have signed up for this deal, which has aroused a storm of controversy among competitive cigarette manufacturers and others who fear this will start a display-for-money trend that will place an onerous burden on large and small suppliers alike.

Said one New York chain executive: "Every buck we can get this way is one we weren't able to get before. There is nothing like money."

Streamlined Peddling

Ad headline in a Midwest issue of The Wall Street Journal: "Brooks Bros. Representatives Will Visit Major Midwest Cities With Our Summer Clothing Displays." The ad went on to list the hotels and dates on which Brooks Bros. traveling salesmen would take fittings and orders in Cincinnati, Cleveland, Columbus, Dayton, Denver, Detroit, Indianapolis, Kansas City, Louisville, Milwaukee, Minneapolis, Omaha, St. Louis and Toledo.

This commendable initiative might set a good example for other retailers and manufacturers who wish to expand their sales without opening dealerships or regional offices.

Another retailer who is accomplishing several important objectives with this type of approach is Takashimaya, Fifth Avenue, New York City, branch of a $77-million Japanese department store chain that features the finest cultural, artistic, decorative home furnishings and apparel from Japan, including antique screens and statues, exquisite fabrics and kimonos, chinaware, tables, chests, hibachi, silk screen prints, books, etc. Takashimaya not only offers to set up a Japanese department for large stores throughout the United States, they will also run a Japan festival for a large retailer, supplying all the merchandise and such traffic-building devices as fashion shows, tea ceremony demonstrations, etc.

System for Automatic Follow-Up on Leads

A most effective, clever seven-carbon snap-out form has been developed for its own use by Elgen Manufacturing Corp., 32-49 Gale Avenue, Long Island City 1, N. Y., manufacturer of products for the sheet metal

industry. As soon as an inquiry comes in from advertising, publicity or direct mail, the prospect's name and address are typed in at the top of the seven-carbon form, and the distributor's name, to whom the inquiry will be forwarded, is typed in at the bottom. The seven sheets which have thus automatically been filled in are:

1. A reply to the inquirer, thanking him for his inquiry, enclosing literature, stating that they have asked his nearest distributor to call on him, and listing the name of the nearest distributor.

2. A follow-up letter to the inquirer, asking him if he received the data he wanted from Elgen's distributor, and asking him to check and return an enclosed postpaid reply card.

3. Inquiry notice to the Elgen representative in that area.

4. Second inquiry notice to representative, asking what action has been taken re following up on the distributor.

5. Inquiry notice and reply form for distributor.

6. Second inquiry notice and reply form for distributor.

7. Office copy of inquiry notice, with spaces for information on results and follow-up.

If you'd like to see a copy of this highly successful form, drop a note to Lou Josephson at Elgen, and he'll send you one.

Leave a Good Taste in the Prospect's Mouth

The ingenuity of advertising people knows no bounds. Now we have Advercandy Mints, delicious mint-flavor candies that look like a three-fourth inch section of a candy cane with a white center and a solid color of your choice on the outside of the mint. On the white section of the candy you can have your trade name or slogan imprinted by a unique process that goes all the way through the candy. Wonderful give-away, individually wrapped.

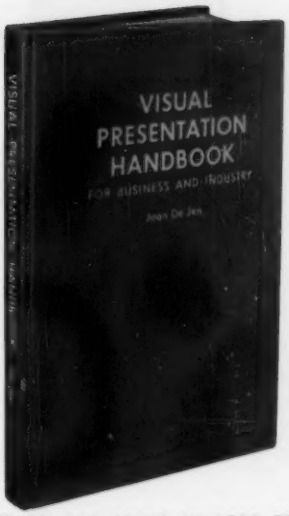
Minimum order for Advercandy mints is 100 lbs., approximately 9,000 mints, for $85. They're made in England, packed in a plastic bag for 4-lb. units, then placed in cardboard containers in a master carton for shipment to this country. Sixteen letters maximum.

For free samples and quantity prices, write to Jerome Werlin, sales manager, Promotion and Sales Associates, 703 Bernley Building, Philadelphia 7, Pa.

Covering Letter Does Seven Jobs

The Allen Hollander Co., Inc., producer of labels, seals, tags and specialties to "advertise, sell, ship or mark any product" recently sent me a helpful booklet titled "Ideas in Action." The thing that impressed me, however, was the very clever covering letter. (This sounds like the story of the man who threw away the martini and ate the martini glass.) The letter was an 8½" x 11" sheet of paper turned sideways, with a vertical fold two-thirds of the way across the page. On the first two-thirds of the page there was a letter covering the enclosure, an invitation to send them a sketch of a label I'd like so they can do a regular layout and return it with quotes, and my name typed on one of their typical labels. The other one-third of the page had a sketching area, a place for description of the surface to which the label will be applied or the end use; a request to be placed on the company's mailing list; a list of available samples for the prospect to request.

If you'd like a sample of the "Ideas in Action" booklet and the covering letter, write to S. Allen Hollander, President, 385 Gerard Ave., New York 51, N. Y.



HOW TO SAY MORE IN LESS TIME AND WITH GREATER IMPACT

. . . that's a problem facing every busy executive of today. This book by J. De Jen who is recognized as a national authority on the subject provides a variety of tested answers on how to make every meeting pay bigger dividends. Embellished with well over 100 photos and drawings, it will serve as a convenient reference for planning your meetings.

$3.50 plus postage and handling. If check accompanies order, we'll pay mailing cost.

ORAVISUAL COMPANY
Box 11150—St. Petersburg 33, Florida



THE NEW C·O·C EXECUTIVE

The Visual Sales Aid That PUTS YOUR STORY ACROSS!

Demonstrate your services, your products EFFECTIVELY, DRAMATICALLY with the C.O.C. EXECUTIVE Projection Table Viewer. You stimulate interest, create excitement, because the truly portable C.O.C. EXECUTIVE is the most intelligent sales tool for business, industrial, educational or advertising use. Set it up in 3 seconds for group viewing, in fully lighted rooms. Easy to carry, simple to handle.

• Precision optical system • Patented 8 x 8 Lenscreen for wide-angle viewing • Automatic Airequipt slide changer • Up to 36 2 x 2 slides per magazine • Rugged, self-contained aluminum unit • AC-DC, 100-125 volt • Smaller than briefcase, only abt. 6 lbs. **$69.50**

WRITE NOW for illustrated literature!

C·O·C INDUSTRIAL 101 West 47 St. New York, N. Y.



CALCULATORS
for faster selling

Graphic Calculators quickly and easily solve problems connected with the use or selection of your product or service. Precision made of paper or plastic (but low in cost), they simplify even complex operations. For example, the model shown calculates weight per 1000 pieces for any given size of 8 alloys.

FREE SAMPLES: A note on your company letterhead will bring you sample Graphic Calculators and full information.

8571

Graphic **CALCULATOR COMPANY**
633 Plymouth Court, Chicago 5, Ill., Dept. D-14



THIS IS IT. This is Ray-O-Vac's new high-turnover merchandising display as it appears on the floor of Central Hardware Store in St. Louis. It has impulse appeal.

Ray-O-Vac Convinces Dealers:

Show a Lot and You'll Sell a Lot

Traditionally, hardware and variety stores bought flashlights and batteries in small-order lots. That was until Ray-O-Vac introduced its new merchandising rack and demonstrated that it could increase turnover to four-to-six times a year with little sales effort.

Nearly everyone has a flashlight. Ray-O-Vac Co., Madison, Wis., believes that isn't enough, that we should each have several, and maybe a Magnet Light and a Sportsman lantern or two, plus a set of reserve batteries.

Dealers thought otherwise. Up to last fall most of them persisted in buying in small quantities, a dozen or two flashlights and 48 to 96 batteries at a time. But things have changed, and today hardware stores, variety stores, super markets and drug stores are putting in complete Portable Lighting departments, for which they spend $275.93—six to eight times what they formerly spent at one time. They've learned that through mass display they can increase turnover to four to six times a year.

Ray-O-Vac, which brought about this phenomenon, is cashing in on it with an advertising campaign, breaking this month, with testimonial advertisements showing stores and quoting dealers. Media used are: Progressive Grocer, Chain Store Age (both Variety and Drug editions), American Druggist, Sporting Goods Retailer, Hardware Retailer. Howard H. Monk Associates, Rockford, Ill., is the agency.

The Portable Lighting Center, as Ray-O-Vac terms it, is a gondola unit made by Streater Industries, and approved by the National Retail Hardware Association. Made of metal, glass and wood, its dimensions are 37″ wide, 22″ deep, 63″ high. Ray-O-Vac outfits it with a "balanced" assortment of standard flashlights and batteries, plus some specialties, such as a "Nite-Hawk Headlite," and a "Sportsman Lantern" with a flasher, retailing at $12.40. The retail value of the assortment is about $400. The dealer pays $275.93, which includes $69.50 for the merchandising unit, but to offset this he gets free $76.80 worth of batteries. (Some dealers are reordering and one says he will convert his entire store to self-selection, through buying the Centers one after another, putting other merchandise into them as they are emptied.)

The thinking behind the introduction of the Center was that something "big and unique" was needed to prod dealers into pushing batteries and flashlights. Ray-O-Vac's management believed that the public would buy—on impulse—a much wider variety of such merchandise, but it had to be put out front where they'd see it. The trend toward outdoor living, the popularity of camping, fishing and hunting, the news uses uncovered for flashlights, the rise in battery-operated toys—all these had widened the market for the company's products, but dealers were not convinced. The Portable Lighting Center might be the answer to the problem, Ray-O-Vac believed.

When it decided to embark upon this project, Ray-O-Vac jumped in with very little advance testing. A general announcement was mailed to jobber customers in August, with personal presentation by Ray-O-Vac district sales managers. Within two weeks, the firm knew it had a hit. Next step was a letter from A. M. Anderson, manager of the Merchandising Department, to over 25,000 dealers soliciting orders. They came in sufficient numbers to excite jobber salesmen. An original two-color descriptive catalog page was quickly revised to four-color format. At dealer shows, the Center was featured, and orders were written. The dollar volume of orders taken at the National Hardware Show was three times as great as any previously written at that show.

In inducing dealers to adopt what was for them a revolutionary step, alloting so much space to portable lighting products, Ray-O-Vac harped on

The packaging speed of Cellophane made this sale more profitable



Packaging speeds can either beef up or eat into your profits. When a packaging material operates at less than top machine speed, you pay for extra packaging machinery you don't need. No other film runs as fast as cellophane . . . turns out so many packages per machine-hour. Add this production edge to the proven sales power of *crystal-clear transparency*, and you can see why cellophane is the choice of so many cost-conscious packagers. Cellophane can help you "buy your market" at lowest cost. For more information, call your Du Pont representative.

WHY CELLOPHANE HAS THE POWER TO MOVE MORE GOODS MORE PROFITABLY

☑ **PURE TRANSPARENCY.** Cellophane lets your product be its own best salesman.

☑ **PRODUCT-TAILORED PROTECTION.** Packagers can choose from over 100 types of Du Pont cellophane to meet the needs of their products.

☑ **HIGH-SPEED PACKAGING.** Cellophane operates at highest speeds, runs efficiently on a wide variety of packaging machinery.

☑ **DESIGN VERSATILITY:** Cellophane enhances the appearance of your product, permits virtually unlimited package design, vivid color printing.

DU PONT CELLOPHANE

E. I. du Pont de Nemours & Co. (Inc.), Film Department, Wilmington 98, Delaware

DU PONT
REG. U.S. PAT. OFF.

BETTER THINGS FOR BETTER LIVING
. . . THROUGH CHEMISTRY

the return per square foot that could be obtained. One way to dramatize this was by using a sheet of paper cut to the floor-size dimensions of the unit and writing on it $1,600, the gross annual sales from the area (based on turnover four times a year). Another argument: The unit actually saves space. Most stores handle flashlights, lanterns and batteries, but they are often scattered throughout different locations. Through centralizing such merchandise, time and space are saved, and more related sales are made.

Response to the merchandiser was so good that management decided it was worth varying, to a larger and smaller size, to fit even more locations. So, in January, for the store that "wants the largest and finest flashlight and battery department," Ray-O-Vac introduced a double-face gondola unit about twice as large as the original model. Its cost to the dealer is $387.04, and it brings back $559.66. For the store in need of a smaller fixture, there is one 30" wide and 16" deep, for which the dealer pays $198.99 and gets back $290.04.

Though the Centers inspire buying, Ray-O-Vac believes its job has just begun when an installation is made. The Sales Department will continue to make special mailings to dealers who have the Centers, offering seasonal merchandising materials ("Flashlights for Gifts," etc.), offering retail promotions and suggesting other ways to increase a store's volume through the use of the unit.

Asked about competition, Ray-O-Vac's Vice President for Sales O. R. Slauson says he isn't afraid. "We suspect their product lines don't have the necessary variety in sizes and types, styles and prices. Our portable lighting equipment covers the full range so that there is a varied assortment for practically any consumer interest. Ray-O-Vac has something for everyone." ◆

NEXT ISSUE

is

Sales Management's

May 10, 1959

Survey of Buying Power

Nearly 800 pages of market facts on population, income, retail sales.

Watch for it!

WORTH WRITING FOR . . .

Negro Market Outlook

Survey of Negro families to determine Negro market trends and buying plans with respect to a representative group of non-durable and durable consumer goods. Covers 14 major marketing and commercial centers with heavy concentration of Negro consumers, geographically distributed throughout the U.S. Write Frank G. Davis, Director of Research, Dept. SM, Johnson Publishing Co., Inc., 1820 S. Michigan Ave., Chicago 16, Ill.

Direct Mail Service

Personalized business and industrial mailing lists to supplement publication advertising; make direct sales; obtain inquiries and leads for salesmen; reach out-of-the-way buyers, build up weak territories; develop new markets; describe product uses; announce new products; secure new outlets; reach buyers who are hard for salesmen to see. Write Henry C. Henderson, Manager, Dept. SM, Direct Mail Division, McGraw-Hill Publishing Co., Inc., 330 W. 42nd St., New York 36, N. Y.

Multicard Survey

Booklet which explains what national family opinion about goods and services of American industry is: screening to locate users of own or competitor's products or services; determination of brand share of market on a spot check basis; spot inventories; checking of current purchases; ownership of specific types of equipment such as cars, large appliances, musical instruments; indication of intention to buy; determination of preference; observation of fluctuations in preferences, buying intentions, use, etc., over extended periods of time. Write Howard Trumbull, President, Dept. SM, National Family Opinion, Inc., 711 S. St. Clair St., Toledo, O.

Rack Jobbers

Report which lists leading U. S. rack jobbers, gives their locations and identifies lines they deal in and stores they serve. Covers 300 jobbers out of an estimated 800 now serving super markets with health and beauty aides, housewares, toys, stationery, records, soft goods, pet supplies and miscellaneous non-foods. Write Ed Kennedy, Vice President, Advertising, The American Weekly, 575 Lexington Ave., New York 22, N. Y.

Consumer Buying Plans

Four studies: The Housing Market; The Furniture and Floor Covering Market; The Automobile Market; The Vacation-Travel Market. Write James H. Beard, Dept. SM, Newsweek, 152 W. 42nd St., New York, N. Y.

Residential Building Market

Analysis of the market for new homes. Divides the market, by method of purchasing, into the "Discount-Controlled Market" and the "Specification-controlled Market." Included are results of a survey among potential builders of new homes showing geographical distribution of homes to be built, planned cost of homes, features wanted, sources of information people turn to for planning and building new homes. Write Warren Mayers, New Homes Guide, Dept. SM, 530 Fifth Ave., New York 36, N. Y.

Sales Aids from Advertisers

Have you written for these booklets or samples described in recent advertisements in Sales Management?

Six Reports: 1959 Motel Market and Sales Analysis; Motel Distribution Study; Motel Planning and Purchasing Study; Subscriber Buying Power Audit; 1959 Editorial Forecast; Readex Reports. American Motel, Dept. SM, 5 S. Wabash Ave., Chicago 3, Ill.

World Oil Market Data Book: Latest compilation of industry statistics and forecasts. Dept. SM, World Oil, Gulf Publishing Co., Houston, Tex.

Expenvelope: Pocket-size weekly or monthly expense recording by category, with pocket for receipts. Good for continuous records and filing for tax information. Brownie Co., 115 W. Fulton St., Grand Rapids, Mich.

Your Partnership with the Consulting Engineer. Dept. SM, Consulting Engineer, Wayne near Pleasant St., St. Joseph, Mich.

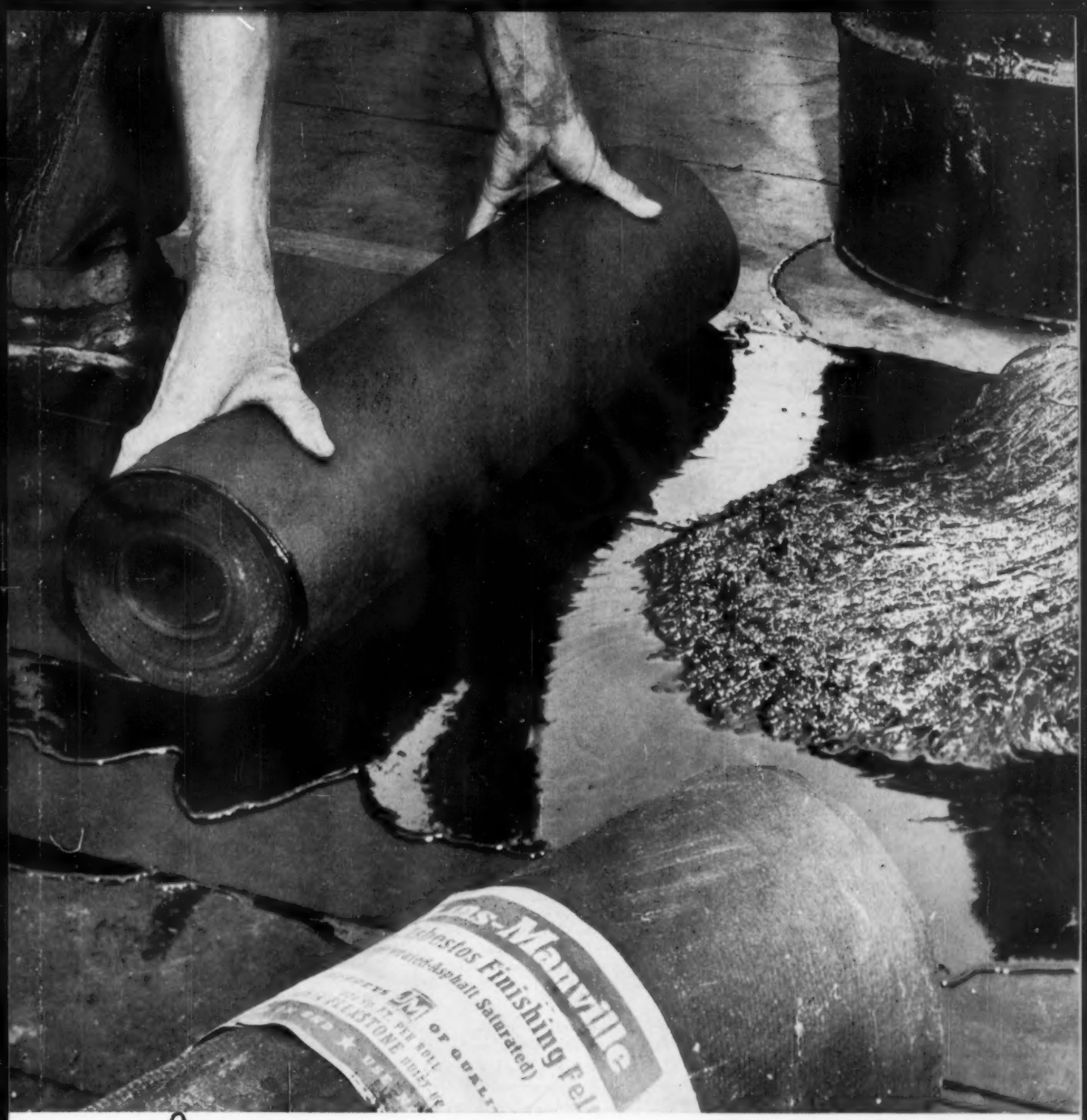
South Bend, Ind.: Data book on how to reach this $1¼ billion market. The South Bend Tribune, Dept. SM, South Bend, Ind.

Market Facts, Inc.: Study of the Rotarian reader. The Rotarian, Dept. SM, 1600 Ridge Ave., Evanston, Ill.

Custom-Styled Binders and Indexes: Samples of presentation covers. The Heinn Co., Dept. SM, 326 W. Florida St., Milwaukee 4, Wis.

Promotion Opportunities with Kodak Premiums. Dept. SM, Premium Sales Office, Eastman Kodak Co., Rochester 4, N. Y.

San Jose: Story about its growth since 1950. San Jose Mercury and News, Dept. SM, San Jose, Cal.



Photograph courtesy Johns-Manville, a FACTORY advertiser.



FACTORY sells goods to industry *two* ways, whether it be roofing or trucks or V-belts or what-have-you. First, by appealing to those who *need*, and know it. The plant "shopping list". Second, by helping those management men who try to avoid buying, if possible. But who actually buy bigger when they are shown that by doing so they can make the plant run more efficiently. This latter is the limitless area of sales development that FACTORY opens up for you, because *only* in FACTORY can these men get the kind of *management* help they need to plan-equip-operate-maintain the plant. That's why more and more imaginative advertisers are presenting their ideas and equipment in the pages of FACTORY . . . now at an all-time circulation high of 66,600 net paid (publisher's estimate, March, 1959 issue). *A McGraw-Hill Publication* (ABC, ABP), 330 West 42nd Street, New York 36, N. Y.

BETTER PRODUCTION AND MAINTENANCE THROUGH BETTER MANAGEMENT

A Surprising Number of Sales Executives Are Deeply Concerned About Export Sales

The problems are many, but American marketers are looking abroad more and more for a dynamic breakthrough in sales and profits. In a special survey, Sales Management asked 1,022 subscriber sales executives: "From your knowledge, is your company paying more, or less, or about the same attention to export sales than five years ago?"

Respondents totaled 361, or 35.3%.

And their answers:

"We're paying more attention to export."	59%
"We're giving export about the same attention."	34%
"We're paying less attention to export."	7%

Why Deep Concern Now About Exports?

There are few who wouldn't agree that political isolationism today is bad politics.

And commercial isolationism, by the same token, is simply bad business.

In this special survey, Sales Management was told that 80% of the companies covered export their products. And 70% of the responding subscribers are directly concerned with export sales.

J. Willard Miller, general sales manager, Piper Aircraft Corp., Lock Haven, Pa., reports he directs his export manager, as do 39% of the sales executives surveyed.

W. D. Johns, sales manager, Gerstenlager Co. (special bus bodies), Wooster, O., is an example of the 31% who are in charge of both domestic and export sales. Johns, just as 70% of the men who direct export, does it out of the home office in Wooster. (20% guide export sales out of New York City offices, 7% at "other" U.S. offices, only 3% from foreign locations.)

Only 30% of the responding executives say they have nothing to do with export.

It's not easy to make a buck producing goods in this country and shipping them abroad. Lower manufacturing costs overseas, tariffs, and the revitalization of foreign industry have caused American companies to find other ways to expand their foreign business:

- 56% of the companies surveyed by Sales Management license patents or trademarks to firms operating abroad.
- 35% own and operate their own production plants in foreign locations. (The Coleman Co., Inc., is in this group says R. G. Rankin, sales manager for the Major Appliance Division.)
- 32% operate through a wholly owned subsidiary abroad.
- 26% operate through a partial interest in a company located abroad.

Percentages total more than 100% because some companies operate their foreign operations through more than one system.

Business Week has reported that at least 3,000 U.S. companies have money invested in foreign production and distribution and estimates the total investment may be worth $50 billion. Sales from these investments probably reached $30 billion in 1958 compared with $12 billion in sales produced by direct foreign investment only a decade ago.

"In contrast," Business Week says, "sales of U.S. non-military goods exported to the rest of the world are up from $12 billion in 1949 to $17 billion last year."

Another good reason for foreign investment was added at the beginning of this year with the formation of the European Economic Community, better known as the European Common Market. The six EEC countries are America's third best customers, following Latin America and Canada (78 of the sales executives queried call one or more Latin American countries their "best customer," while 53 name Canada).

In a pamphlet, "The European Common Market,"* The First National City Bank of New York says that as the EEC develops, "Some U.S. exports . . . are bound to be placed at an increasing disadvantage." The bank's reasons: "gradual elimination of internal trade barriers among the Six; the arithmetic averaging of their tariffs . . . ; the improved competitive position of EEC products."

► But "While the new tariff arrangement in itself will hurt many American exporters at the beginning, in the longer run it is hoped that a faster growth of the Western European economy and rising purchasing power will tend to expand the market for many U.S. exports."

The bank says that export demand is likely to remain high for coal, steel mill products, iron and steel scrap, nonferrous metals, semi-manufactures, raw cotton, among others.

At a disadvantage will probably be manufacturers of chemicals, fertilizers, pharmaceuticals, electrical equipment, household appliances, automobiles, grains and preparations, oil seeds, vegetable oils and fats, fruits and preparations, tobacco products.

"But," says First National City, "Investment in the EEC countries offers one way for the American investor to overcome some of the disadvantages . . . and, at the same time, to participate in the economic growth of the area."

Sales Management found that the majority of men directly in charge of export sales hold one of four titles: export manager, export sales manager, vice president, or sales manager.

We asked the executives: "Who, by titles, decides policy on the amount of advertising and sales manpower devoted to export selling of your firm's products?"

Presidents and vice presidents in charge of sales by far outnumber the other titles. But in some cases the man at the top carried one of the following titles: sales manager, executive vice president, vice president, export manager, or general manager. ◆

* To obtain copies, write:
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Safeway Discloses How to Sell Its:

Supermarket Buying Committee

Are your salesmen equipped to sell a 14-man committee?
Why are big company salesmen sometimes ill-equipped to sell?
Can your salesmen write letters that sway a committee?
What questions are asked by buying committee members?

How widespread is the use of the buying committee in supermarket chains?

A survey by Super Market Merchandising (January, 1958) revealed:

Stores in Chain	Buying Committee	
	Yes	No
1 to 9	55%	45%
10 to 29	91%	9%
30 or over	86%	14%

Safeway Stores with almost 2,000 markets and annual sales of close to $2 billion accounts for about 4½% of grocery sales in the United States. As Safeway's non-food volume rapidly increases, more manufacturers of consumer goods will become interested in the buying practices of this key retailer.

Safeway has no company-wide standardized purchasing procedure among its different regional divisions. Yet there is enough similarity among the divisions to use the New York Retail Division as an example of how the company's purchasing function is performed. The New York Division had 175 stores at the close of 1958 and covers a radius of about 50 miles from Manhattan.

The company prefers to think in terms of an operating committee rather than buying committee. The committee coordinates the buying, advertising, supply, delivery and store promotion functions. A good proportion of purchases are still bought by responsible buyer executives without committee involvement.

The composition of the New York committee varies. The core is the division manager, buyers, and the two retail operations managers who are the line of communication to store personnel and customers. Other members may include the district manager and advertising manager. The committee usually meets once a week to consider some 50 to 75 items. There is no rigid policy on what is to be considered; but the large number of items submitted make it practical to consider only those that are new or involve major changes in the allocation of valuable shelf space. The time factor does not permit the committee to consider meats and produce.

For most items agreement is unanimously reached. From January 1 to July 15, 1958, 763 completely new items were added. Adding these products meant that decisions had to be made on dropping other products to provide necessary shelf space. Changes in package sizes are not considered sufficiently important to merit committee review.

How does a product reach the Safeway committee? Time limitations make it impractical for salesmen to appear personally. But every salesman is given an equal opportunity to present his wares. The only qualification is that his product be related to the range of merchandise carried by Safeway. Each vendor is considered a potential supplier who can contribute to the successful operation of the company. He is encouraged to give all pertinent information about his product and his company which in turn will make it possible to give him a fair hearing.

The procedure is for an interviewer to record the information received from the salesman on a new item form. Salesmen can furnish additional data on another sheet which is what better salesmen generally do. There is a preliminary screening by the buyer before the product is considered by the committee. If the vendor's data indicate that the product has or will

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This report is based on a study by Morris L. Sweet, College of Business Administration, Lehigh University, Bethlehem, Pa.

have consumer acceptance, the merchandising program is well planned and both are in line with Safeway's operating policies, the buyer submits the proposal to the committee.

The interviewer and buyer appear before the committee. The new item form provides the information which enables the committee to arrive at a decision. A new or unknown supplier is expected to give a detailed story about his background, financial standing and production methods. He will be asked for a continuing commodity guarantee.

If the product is not accepted, the vendor will be told why Safeway cannot use it. There is no specific time limit before such an item can be returned for reconsideration. However, salesmen are expected to wait a reasonable period before submitting items previously rejected.

Another food chain with several hundred stores is vital to any manufacturer concerned with distribution in a key region. This chain has a buying committee which meets every Friday for at least three hours. The committee has 14 members: vice president in charge of the Grocery Division, sales manager, assistant sales manager, five grocery buyers, the head of the Produce Department, two top store supervisors who provide information at the store level, the head of the Advertising Department, the head of the Bakery Department and the head of the Butter and Egg Department.

▶ At the weekly meeting an average of 20 items is considered, more during special sessions. The company handles some 4,000 items; the committee jurisdiction covers all grocery items which includes non-foods, produce and baked goods. The Meat Department has no formal committee because of the rapid decision-making required by day to day market fluctuations. The committee is also used to plan company-wide promotions such as meat and grocery special promotions, either joint or alternate. The committee does not limit itself to discussions of buying and promotion. It serves as a forum to analyze the effects of major business changes, e.g., the impact of legislative change or new freight rates.

The committee's jurisdiction extends to all items, new sizes, special deals, etc. Since new items are seldom added without dropping an item, the committee has to consider what items to eliminate. At the meeting a record of each item's sales is studied. Another important consideration is competition; the committee wants to know if competitors are carrying an item. Also important is the seller's reputation and responsibility. Salesmen should know their principal's credit rating. Will he accept returns? Will he still be in business to make good on his return guarantee? What is his reputation for quality? The established firm does have an advantage in not having to prove this point.

The procedure in this company is for the salesman to discuss his product orally with the buyer who in turn makes notes. As a means of keeping the seller to his word, the data may have to be submitted in the form of a letter. The buyer then presents the background information to the committee. The store supervisor gives his opinion on store demand. Fourteen men direct questions to the buyer, and those he is unable to answer are referred back to the salesman.

▶ Surprisingly, salesmen representing leading companies have been unable to answer relatively simple questions. The more pertinent information initially given the buyer, the better the prospects of obtaining committee interest. The salesman has to be prepared to substantiate any of his statements. Exaggerated statements may have once been considered good selling, but they are not likely to stand up under close committee scrutiny. There are too few salesmen or brokers who are adequately prepared or have sufficient knowledge of their account or product.

Frequently, each member of the committee is given a sample of the new item being considered, which he tries in his home and then reports at the next meeting. The committee may run sales tests or let the manufacturer guarantee sales of new items. Store managers may be given the option of ordering certain authorized items.

Even though the buyer has the discretion of disclosing why an item was rejected, the vendor is usually informed. He may be advised to bring his product back when it has been changed or market conditions are more suitable.

This discussion of the two committees points out the need for the manufacturer to determine if his sales force is functioning effectively under such circumstances. His survival may depend on his ability to make the necessary changes in his sales operations. What are the adaptations likely to be?

The idea that a good salesman can sell anything may no longer be valid. The buying committee puts a premium on experience, and product and trade knowledge is not quickly acquired. The salesman needs a thorough and current knowledge of his field. This has to be supplemented by a constant stream of information from headquarters.

Thus, before an item is presented to a buying committee, salesmen should be adequately prepared. In a penetrating study of buying committees, William Nigut, Chicago marketing consultant, discusses manufacturer's sales personnel: "Buyers report that your men don't know how to sell – they beg, coax and whine." This means salesmen should be able to answer inquiries on:

- The product
- Competitive products
- Consumer demand
- Costs
- Minimum investment per order
- Selling price
- Turnover
- Profit margins
- Experience of competitive stores
- Advertising and promotion – planned or available
- Point of purchase display material
- Floor space requirements
- Warehouse space requirements
- Amount of handling required

How important a part should personality play in the selection of salesmen? Though it cannot be overlooked, it should not be the only factor. In the past a buyer may have been able to favor a particular salesman because of personal friendship, membership in the same organization, etc., but an aim of the buying committee is to prevent such favoritism.

Some buying committees permit salesmen to appear before them. Thorough committee questioning would soon expose any salesman relying on his personality. In such situations the salesman should be better prepared and informed than the committee members. However, there is no direct personal contact with many committees. Will tomorrow's salesmen then require literary skills as well as verbal facility?

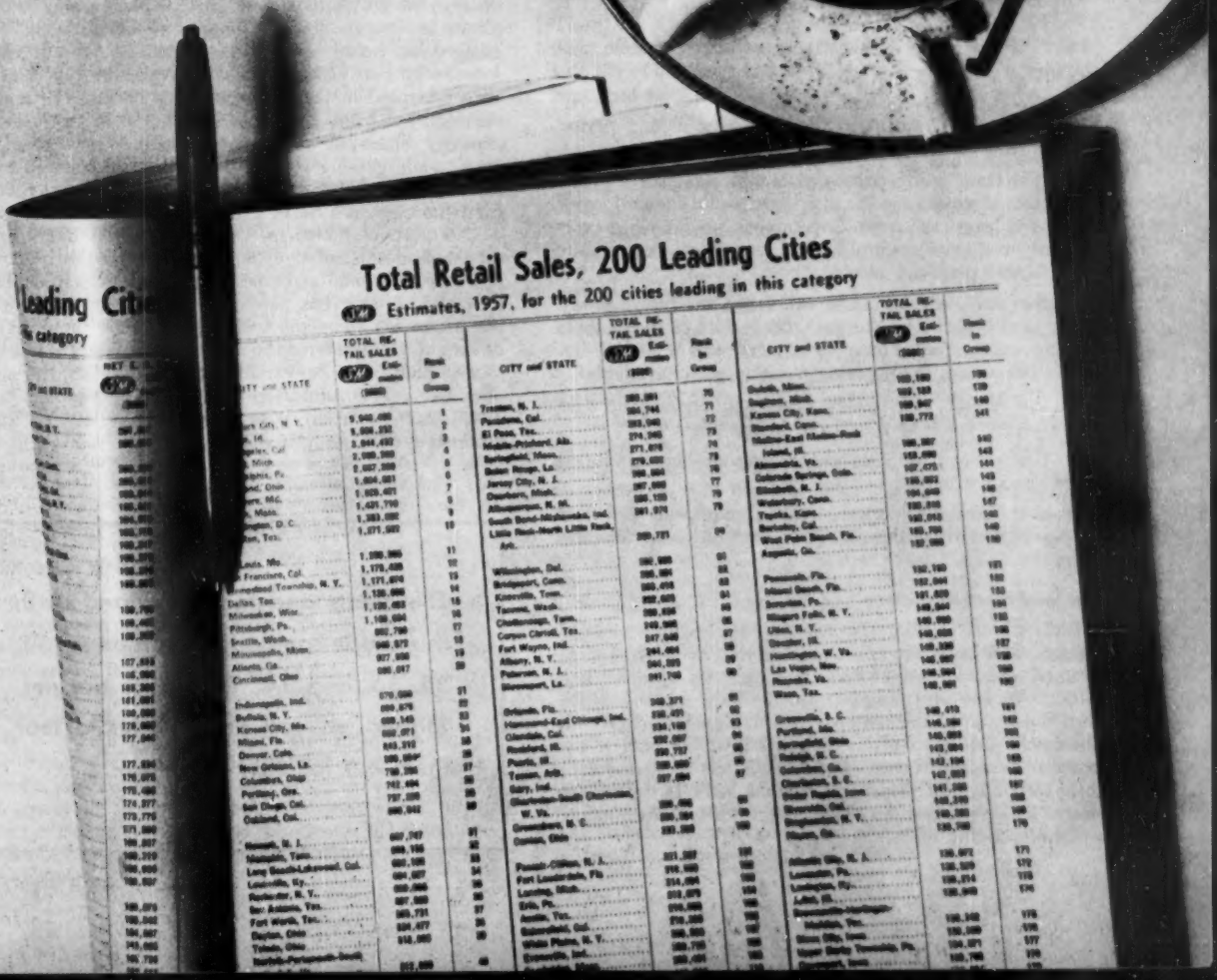
How many firms are making a study of their experience with buying committees? Probably much current research involves far greater expenditures than is being devoted to the buying committee. But is it likely to be as important?

The buying committee presents vendors with a more equal opportunity to present their product to retailers. It can benefit those sellers who are able to adapt to changed conditions. Even if a manufacturer is not currently concerned with buying committees, it would be most desirable to think in terms of building a sales force that can confidently face any buying committee. ◆

Again, the famous Survey of Buying Power will be ready for Sales Management subscribers May 10. But each year our print order is never quite large enough to meet increasing subscriber demand for multiple copies. One company bought 22 additional copies of the 1958 edition (at $5 each). An agency paid $65 for 13 extra copies. A Detroit auto manufacturer bought 9 additional copies; a grocery products marketer ordered 20 more, doubling his subscription copy supply . . . and on and on, until our supply was exhausted. Even now, prepublication purchase orders for the May 10, 1959 Survey of Buying Power are running extraordinarily heavy.

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How to Figure 20 Years Ahead

(continued from page 37)

error. There are several cross checks you can employ to minimize the degree of wrong guessing. But the first and most important point to bear in mind as you start your own figuring of your future, is that you **are** guessing, although you can guess much more scientifically today than in the days of hiring astrologers to tell you how many dress shirts or pounds of roast beef you might be able to sell in the year 1980.

And bearing in mind that past trends are **not necessarily** positive indications of how things will be in the future, either in direction or "steepness of the curve," you are now in a position to pick up your new Survey of Buying Power and make some very interesting and challenging extensions (extrapolations, if you prefer the word) into the Soaring Sixties immediately ahead, and even more interestingly, to the year 1980.

All Forecasting Starts with Making Assumptions

You can't start forecasting in vacuum. You have to make certain assumptions. Specifically, in this look into tomorrow, we are assuming . . .

- that our more or less free competitive system will continue.
- that price levels will continue to rise at approximately the same rate as in the past over a long period of time (that is, that we will **not** have runaway inflation).
- that taxes will continue to climb, and take a growing share of consumer income, as people demand more and more "services" from Government (including greater guarantees against unemployment, overproduction on the farm, higher pensions, etc.).
- that raw material prices will act in the future pretty much as they have in the past, by and large, with some notable exceptions as one or another raw material becomes exhausted, obsolescent, or just plain unavailable.
- that credit and money rates will operate up and down pretty much as they have in the past.
- that we can continue to count on intelligent, trained management in business.
- that business patterns of organization will not change materially in the next 20 years from what we have today.

The Total Economic Picture

Take a look at Chart I (page 36). Notice how national income, and especially personal income, as a percentage of total gross national product, should be greater than today. Wages and wage payments – the share of the earned income of the nation – will continue to rise, both absolutely and relatively, although not at the rate of the postwar decade of boom. But what is left for individuals to spend; i.e., the disposable income, will be a smaller share. That's another way of repeating that "Government" will be spending more.

Our first assumption, therefore, that our **more or less** free competitive system will continue, while correct, may have to be (grudgingly) amended as the years go by and Government goes increasingly "to the left" into more and more Government participation in business. In the old days we used to call that Socialism. Since people will have (proportionately) less money to spend on themselves, consumer spending as a percentage of total national production will be smaller; so will retail sales; so will the major nine areas which the Sales Management Survey of Buying Power measures annually.

But don't start folding your tent so as to silently steal away. Look at Table IV (page 35) and see for yourself that, while percentage-wise we may not be so well off as we are today, there still will be plenty of business to go around: more than twice as much retail food business, some 57% more department store business, 100% more drug business, and so forth, in dollars and cents. Nationally, we predict that in 1980 our economic picture will look like this:

Gross National Product	$845.5	billion
Personal Income	693.3	"
Disposable Income	564.8	"
Personal Expenditures	507.3	"
Total Retail Sales	385.5	"
Total, Nine-Group Retail Sales	350.0	"
Total Population of U. S.	268.2	million

It is against these totals that all other predictions are made in the other charts and tables with this article.

You are now ready to make your own calculations. If you are in the food industry, note **the trend** of consumer spending as a percent of total spending: going up from the current 25.1% to almost 26.4%. Eating and drinking places are going down. General merchandise sales are going down (relatively). Apparel should stage a moderate comeback, but will not likely recover to the levels it once occupied in the American way of life. House furnishings, however, appear to be headed for a constantly climbing share of total expenditures. But automotive sales, while gaining some $9½ billion over today's totals, look likely to shrink as a percentage of total expenditures from the current 17% to a little over 11% of retail sales.

This particular change, which perhaps is likely to stir up the largest challenge, is predicated on the basis of a series of additional assumptions, some of which are based on proof of what has happened in other consumer durable industries. The most important single factor is that of saturation. We have the statistics to show, for example, that in such consumer durables as refrigerators, the nation obtained a 71% saturation in the first 20 years (1923 to 1943) and a virtual 97% saturation by 1958. Radios attained a 65% saturation in the first 10 years, and over 98% by 1958. Television attained an 86% saturation in

The charts and tables referred to in this article can be found on pages 34, 35, 36, and 37. The pages are perforated, so you might want to tear them out for easy reference.

its first 10 years. Washing machines took a longer time, being only 55% of saturation in the first 20 years, but having reached over 88% by 1958.

And even though the United States has demonstrated that it is a nation on wheels, and owning a car has become as much a commonplace necessity as having a stove or a bathtub—if indeed not so much as having a home—there is a point of saturation and there are definite indications that we are fast reaching that point now. Replacement business is growth business only to the extent that the total national economy grows. Automotive sales will grow to that extent, but not at the spectacular rate of growth witnessed, for example, since World War II. It is our considered opinion that those days are gone, probably forever.

On the other hand, "gasoline retail" sales seem destined for a rather sharp increase. This is predicated not only on the fact that people will continue to travel, and that gasoline taxes will continue to rise and thus show perhaps an artificially high "retail sales" total, but on the expectation that gasoline stations of the future will get a much larger share of the replacement and maintenance business than heretofore, a much larger share of tire, battery and accessory sales, and of course a growing share of the repair and maintenance business. Percentage-wise, it may look like only 1.4% more, but in dollars and cents this could be almost $20 billion. That's something to ponder.

The Regional Picture Will Change

But of course it isn't only the national picture that changes. Regionally we have some most interesting and challenging possibilities.

New England, as noted, is destined to decline in importance as a market. In terms of sales management activities, this means decreased relative manpower, decreased advertising and sales promotional support. It may well be that more money savings will accumulate in New England, but there will be lessened **spending,** and that is, after all, what makes a market. Similarly, the Middle Atlantic States —New York, New Jersey, and Pennsylvania—will decrease in importance. The East North Central region will about hold its own, but the West North Central States—Iowa, Kansas, Minnesota, Missouri, Nebraska and the Dakotas—will decline relatively. The South Atlantic, Mountain and especially the Pacific regions will gain. The East South Central and the West South Central regions will jockey for national standings on a slightly decreasing scale. All of these calculations, shown on Chart III, are based on long-term trends, going back to long before World War II.

All of which, however, does not mean starvation or famine for firms doing business in those areas. A glance at Table III will show you why. Retail sales in New England will still reach a healthy $23 billion, in the Middle Atlantic $77, and almost $82 billion in the East North Central. But in the South Atlantic, retail sales will more than double in the next 20 years, as they will in the Mountain States and on the Pacific Coast.

A Word to the Wise

Speaking to modern sales managers who have, in the past several years, gained so much "figure sophistication," it seems almost trite to caution against some simple but common errors. But for the benefit of those sales managers who may be tempted to make too many assumptions on the basis of these national and regional projections, it is well to point out that the rate of growth (or of change) is one thing, and quality of the market is quite another. One area, for example, may promise a growth of 150% in 15 years, at the rate of 10% per annum, but if the starting point is very low, even the greatly increased new level is not likely to loom large as a quality market. Thus, it is true that the population of Nevada increased more than 50% between 1950 and 1957; but the total 1957 population of the entire state was still well below that of the least populous state in New England (Vermont, which showed 375,500 people to Nevada's 253,000 on January 1, 1958).

Another, and perhaps more important admonition, pertains to the use of national or even regional "averages" and applying them to your own territories. If, for example, your sales territory covers the State of Connecticut, all "average" trends for New England as a whole are off as far as Connecticut is concerned. For the Nutmeg State, far from following the total New England trend, has registered both positive and relative gains in the past 30 years and, although perhaps at a slower rate, is destined to continue this.

And for the Manufacturer of Dress Shirts

The figures shown in the tables — especially Table II (page 34), by regions, by types of commodity groupings — need further refinement before you can use them for your particular product. Thus, for example, if we take "Apparel" sales, say, in New England, we find (Table II) that total apparel sales in that region may well reach $1,757,000,000 in 1980. But you sell dress shirts. It is therefore necessary for you to establish what proportion of total "apparel" sales are "men's and boy's apparel" (between 35% and 40%) and further, what proportion of this "men's and boys' apparel" are dress shirts. This might run from 5% to 10% and will of course differ in different areas. (The figures, incidentally, for pattern of expenditures as of 1950, are available from the study on consumer expenditures by the Wharton School of Finance, Philadelphia, updated in 1956 by the Time study "Consumer Incomes and How They Are Spent.") If your study shows that men's and boys' dress shirts (contrasted with sport shirts) constitute 6% of all men's and boys' apparel sales, and you know that total sales are expected to be $1,757 million (one billion 757 million), then it is simple to calculate your total potential for dress shirts in that area in 1980 as $17,570,000 in New England. Assuming you now control 20% of the market, and that your share of market does not change, your sales in 1980 should be $3,514,000 in New England. And you know what you must do if you want to increase this to $4 million.

Just One Final Word

As a practical sales manager, you of course know that a broad general classification of retail sales "covers a multitude of sins." A glance at Tables II and IV (pages 34, 35) shows some rather tempting totals in such things as "Lumber-Building-Hardware," especially when you look at the figures **regionally.** It would be easy to go off the deep end on this if you happen to be a lumber supply house and compare the **total** sales of this category by regions. It is well to remember that this category covers lumber, building materials, hardware, **and farm equipment.** This latter category is not very important in Rhode Island, for example, but it is very important in Minnesota or Iowa.

So, if the trends continue, and if our guesstimates prove correct, you can expect to sell, by 1980, $1.92 for every dollar you sold in 1958. And if you are in such fortunate industries as tires, batteries, certain kinds of apparel, "wonder" drugs, cosmetics, items of personal care, and thousands of other individual items which promise greater convenience, greater comfort, greater satisfaction to the consumer, you may well find yourself selling $3 for every dollar sold today—if you plan right. And planning for you today is much easier (and much more accurate) than it was for the sales manager 20 and even ten years ago. It should be almost a cinch by 1980. ◆

Retailing Boom Setting New Records

By DR. JAY M. GOULD
Research Director
Sales Management and its Survey of Buying Power

Retail sales volume in June is expected to total $18.3 billion, a 10% gain over last June. Thus the retailing boom is maintaining the torrid pace set in February and March, when gains of 8% and 10% respectively were scored, exactly as had been forecast in this column. (Specifically our February and March forecasts had been $14.9 billion and $17.0 billion; the actual results released two months after publication of our forecasts, were $14.9 billion and $17.0 billion, respectively.)

The renewed vitality of retailing is definitely related to the resurgence of hard goods. Auto sales in March was up by 20% over last March; lumber and hardware were up by 15%. On the other hand, food store sales, which had been scoring the largest gains last year, so far this year reflects little more than the price gain.

New Feature In High Spot Ratings

We are adding a new column to our basic table of High Spot ratings for each of the 300-odd marketing centers of the nation. As our readers know, all cities with City-National Indexes over 100 are starred, to indicate a better-than-average performance in retailing. It has been realized that the persistence with which a city retains its starred listing is an important indicator of the magnitude of the regional boom enjoyed by that city. In this issue we therefore note, for each city, including those not currently carrying a star, the number of months in the past twenty-four in which it did carry a star. The reader will note many cases, such as Phoenix, Denver, New London, etc. which have achieved a starred rating in every month of the past two years. Others like St. Louis, have not had a good month in the past twenty-four; here we have a grim reminder of the differential impact of the recession. In the case of cities for which 24 months back data are not available, such as Santa Rosa, the 10/10 means all 10 months of the available 10 month period had stars.

To make room for this new column, we have dropped the column headed "City Index 1959 vs. 1948," feeling that achievements of a city in the past two years are more important to marketers than a comparison spreading over a full decade.

30 Best Markets For June

(Top three cities in each of 10 regions)

The following cities have a common denominator. They are expected to exhibit retail sales leadership in the coming month. The index opposite each city compares its performance with that of the nation as a whole. (U. S. index serves as base, always 100.) For example, if a city has an index of 106.9 that means that its retail sales next month are forecast to lead the nation by 6.9%. Canadian figures are compared with U.S.

New England

Salem, Mass.	126.2
Stamford, Conn.	116.0
Newport, R. I.	115.4

East North Central

Kalamazoo, Mich.	110.1
Indianapolis, Ind.	103.7
Kenosha, Wisc.	102.9

Middle Atlantic

Hempstead Township, N. Y.	110.1
Camden, N. J.	107.6
Passaic-Clifton, N. J.	104.1
Paterson, N. J.	104.1

Mountain

Albuquerque, N. M.	114.3
Tucson, Ariz.	113.3
Cheyenne, Wyo.	110.7

West South Central

Lubbock, Tex.	110.6
Muskogee, Okla.	110.0
Amarillo, Tex.	107.8

Pacific

Santa Ana, Cal.	122.8
San Jose, Cal.	111.2
Santa Rosa, Cal.	109.6

West North Central

Sioux Falls, S. D.	119.5
Sioux City, Ia.	113.9
Rapid City, S. D.	112.0

East South Central

Jackson, Miss.	124.7
Meridian, Miss.	112.4
Nashville, Tenn.	111.6

South Atlantic

Orlando, Fla.	117.8
Greensboro, N. C.	116.1
Wilmington, Del.	115.9

Canada

Ottawa, Ont.	117.4
Winnepeg, Man.	105.5
London, Ont.	105.2

Among the Cities Star Performers

As a reward for putting on a better retail sales performance for the month than the nation as a whole, we give a city a pretty, black star. The following cities, outstanding among the 300-odd marketing centers we keep tabs on, have the distinction of having won a star for each of the past 24 months. To find the number of months out of 24 that other cities have been starred, check the first column in the tables.

Phoenix, Ariz.
Los Angeles, Calif.
San Diego, Calif.
Denver, Colo.
New London, Conn.
Fort Lauderdale, Fla.
Miami, Fla.
Orlando, Fla.
Tampa, Fla.
Savannah, Ga.
Honolulu, Hawaii
Reno, Nev.
Albuquerque, N. M.
Hempstead Township, N. Y.
Greensboro, N. C.
Fargo, N. D.
Norristown, Pa.
Amarillo, Texas
Austin, Texas
El Paso, Texas
Burlington, Vt.
Richmond, Va.
Toronto, Ontario

The first two columns of the accompanying tables indicate the index of change in retail sales. The third column (the city-national index) relates the annual change in the city's retail sales to that of the U. S. Thus, a city-national index of 106.0 indicates that the city is enjoying a gain in retail sales 6% greater than that of the rest of the U. S.

★ Cities marked with a star are Preferred-Cities-of-the-Month. They have a level of sales—compared with the same month in 1958—which equals or exceeds the national change.

Suggested Uses for These Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

SM HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for June, 1959)

	No. ★ Months Out of Past 24	City Index 1959 vs. 1958	City Nat'l. Index 1959 vs. 1958	$ (Million) June 1959
UNITED STATES		110.0	100.0	18263.00
Ala.		110.5	100.5	243.33
★ Birmingham	17	111.4	101.3	46.91
Florence-Sheffield-Tuscumbia	16	104.2	94.7	7.38
★ Gadsden	9	116.8	106.2	6.95
Mobile	5	104.1	94.6	21.83
★ Montgomery	17	122.4	111.3	19.74
Ariz.		119.7	108.8	136.97
★ Phoenix	24	118.9	108.1	45.84
★ Tucson	17	124.6	113.3	24.28
Ark.		112.8	102.5	139.49
★ Fort Smith	18	110.4	100.4	8.81
★ Little Rock-North Little Rock	19	115.2	104.7	25.93

How Close Can You Get?

As you all know, our research auxiliary since the first of this year has been estimating retail sales volume two months ahead.

In the February 6 issue, in this department, we predicted that the retail sales volume in March would be:

$16,959,000,000

How close did we come?

Under date of April 10 the U.S. Department of Commerce released its estimates of retail trade for March. Their estimate is:

$16,957,000,000

Assuming that they are right, how far off the beam were the estimates of Jay Gould and Alfred Hong, made January 18 for our February 6 issue?

The answer: We were inaccurate to the point of .00012%!!!

Now this is not only extraordinary accuracy, but it is much more than a "chance" episode, for here is the record for the two months for which records are available:

	SM's 75-day prediction	U.S. Dept. of Commerce after-the-fact Study
February	$14,912,000,000	$14,943,000,000
March	$16,959,000,000	$16,957,000,000
	$31,871,000,000	**$31,900,000,000**

SM's accuracy: 99.91%

It's sort of like SM's extraordinary subscription renewal percentage—if it were any higher it would be suspicious!

THIS Is Eastern Connecticut

One-Third of a $ BILLION Buying Power

. . . and isolated. Don't settle for fringe coverage of the market's $336,194,000 buying power. Schedule the Bulletin—the market's only daily . . . only newspaper with broad, solid impact *inside* the big Eastern Connecticut market.

Norwich Bulletin

and Norwich Bulletin-Record (Sundays)
NORWICH, CONN.

Bulletin	Sunday Record
26,037	22,104

Represented by
The Julius Mathews Special Agency, Inc.

MIDDLETOWN Metropolitan Area

Family for Family
Connecticut's
BEST AUTOMOTIVE
Market

Middletown Metropolitan area's (Middlesex county) $1,098 family automotive sales are miles ahead of any other Connecticut area's—$138 ahead of the runner-up area.

When it comes to reaching and selling the state's first automotive families, the Press is far out in front of all outside newspapers combined. They just can't come anywhere near equaling its coverage of the metropolitan county.

YOU ALWAYS Get MORE in MIDDLETOWN

THE MIDDLETOWN PRESS
MIDDLETOWN, CONN.
OUR NATIONAL REPRESENTATIVE
The Julius Mathews Special Agency

SM HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for June, 1959)

	No. ★ Months Out of Past 24	City Index 1959 vs. 1958	City Nat'l. Index 1959 vs. 1958	$ (Million) June 1959
Calif.		111.7	101.5	1809.68
★ Bakersfield	12	114.6	104.2	19.68
★ Berkeley	10	112.0	101.8	13.85
Fresno	18	105.1	95.5	27.28
Long Beach	4	107.9	98.1	50.20
★ Los Angeles	24	113.3	103.0	348.17
★ Oakland	17	112.1	101.9	60.89
Pasadena	7	108.1	98.3	23.53
Riverside	16	109.3	99.4	13.02
Sacramento	19	105.4	95.8	39.78
San Bernardino	13	109.2	99.3	17.61
★ San Diego	24	109.7	108.8	73.05
San Francisco	9	109.2	99.3	104.90
★ San Jose	23	122.3	111.2	34.24
★ Santa Ana	15	135.1	122.8	21.44
Santa Barbara	18	106.9	97.2	10.27
★ Santa Rosa	10/10	120.6	109.6	7.95
★ Stockton	9	118.4	107.6	17.26
Ventura	17	109.9	99.9	6.29
Colo.		110.9	100.8	204.45
★ Colorado Springs	18	118.6	107.8	16.85
★ Denver	24	111.5	101.4	81.37
Pueblo	19	106.2	96.5	11.02
Conn.		106.4	96.7	288.24
Bridgeport	0	102.6	93.3	19.98
Hartford	13	104.2	94.7	31.08
Meriden-Wallingford	3	108.9	99.0	7.50
Middletown	13	104.3	94.8	4.46
New Haven	4	104.0	94.5	22.57
★ New London	24	110.1	100.1	7.42
Norwich	7	104.4	94.9	5.33
★ Stamford	4	127.6	116.0	16.64
Waterbury	3	109.1	99.2	13.24
Dela.		126.3	114.8	64.30
★ Wilmington	14	127.5	115.9	30.49
Dist. of Col.	11	120.2	109.3	132.87
★ Washington	11	120.2	109.3	132.87
Fla.		116.2	105.6	605.13
★ Fort Lauderdale	24	114.5	104.1	21.08
★ Jacksonville	19	114.0	103.6	51.22
★ Miami	24	116.3	105.7	81.97
★ Orlando	24	129.6	117.8	29.80
Pensacola	13	105.8	96.2	13.53
★ St. Petersburg	18	120.0	109.1	30.80
★ Tampa	24	119.1	108.3	44.39
Ga.		112.9	102.6	340.00
★ Albany	12	117.0	106.4	6.39
★ Atlanta	22	114.3	103.9	90.09
★ Augusta	12	115.1	104.6	14.95
Columbus	0	106.5	96.8	13.21
★ Macon	12	118.0	107.3	14.53
★ Savannah	24	113.5	103.2	17.97
Hawaii				
★ Honolulu	24	113.7	103.4	34.03

NEW LONDON
Automotive Sales

2nd

In Connecticut

Full-power sales are yours—in New London! In automotive sales alone, yearly spending averages $1954 per household . . . 2nd highest of all Connecticut cities with a population of 25,000-or-over (SM '58 Survey).

Cover this big-buying, isolated market through its only daily.

The Day
NEW LONDON, CONNECTICUT
National Representatives:
GILMAN, NICOLL & RUTHMAN

ONLY the RECORD and JOURNAL



COVER
Meriden • Wallingford, Conn.

Here is one of Connecticut's easiest-to-cover big-income markets: Meriden-Wallingford with $149 million Effective Buying Income* . . . 97% covered with just one buy: the Record and Journal! Warning: No Hartford or New Haven ABC daily newspaper gives you more than 400 circulation in this rich Meriden-Wallingford market.

*SM '58 Survey

The Meriden
RECORD and JOURNAL
Meriden • Connecticut
National Representatives:
GILMAN, NICOLL & RUTHMAN

Just like Paul and his lantern . . .



people REACT to the voice and vision of NBC in South Bend - Elkhart

call Petry today!

WNDU-TV CHANNEL 16

BERNIE BARTH & TOM HAMILTON

MAY COMPANY Picks Jacksonville



Morton D. May, President
May Department Stores Company

The May Department Stores Company has picked Jacksonville for its first store in the Southeastern United States. The May Company's new store shows their faith in the State of Florida's Gateway City and Jacksonville enthusiastically welcomes this new addition to the rapidly expanding North Florida economy.

AND JACKSONVILLE PICKS WFGA-TV

NBC and ABC Programming

Represented nationally by Peters, Griffin, Woodward, Inc.

(Third of a Series)



WFGA – TV
Channel 12
Jacksonville, Florida
FLORIDA'S COLORFUL STATION

SM HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for June, 1959)

	No. ★ Months Out of Past 24	City Index 1959 vs. 1958	City Nat'l. Index 1959 vs. 1958	$ (Million) June 1959
Idaho		120.5	109.5	81.51
★ Boise	21	121.6	110.5	11.15
Ill.		108.3	98.5	1129.09
★ Bloomington	19	113.0	102.7	7.88
★ Champaign-Urbana	19	113.0	102.7	9.74
Chicago	11	109.7	99.7	485.94
Danville	0	105.8	96.2	6.77
Decatur	0	102.5	93.2	13.45
East St. Louis	7	103.7	94.3	9.91
Moline-Rock Island-East Moline	23	108.7	98.8	14.39
Peoria	0	108.6	98.7	22.13
Rockford	1	105.2	95.6	18.67
★ Springfield	16	110.7	100.6	18.84
Ind.		108.6	98.7	463.32
Evansville	5	103.5	94.1	17.22
★ Fort Wayne	1	110.4	100.4	22.72
★ Gary	7	110.3	100.3	20.88
★ Indianapolis	16	114.1	103.7	83.37
Lafayette	22	108.4	98.5	6.20
Muncie	9	108.6	98.7	9.34
South Bend	9	108.5	98.6	17.20
Terre Haute	0	104.2	94.7	9.91
Iowa		113.0	102.7	324.89
★ Cedar Rapids	10	114.7	104.3	14.22
Davenport	12	109.3	99.4	13.27
★ Des Moines	18	112.2	102.0	31.43
★ Dubuque	21	115.6	105.1	8.27
★ Sioux City	19	125.3	113.9	15.98
Waterloo	17	108.7	98.8	10.13
Kan.		106.6	96.9	214.68
★ Hutchinson	14	121.9	110.8	6.51
Kansas City	10	109.5	99.5	14.09
Topeka	13	105.3	95.7	13.03
Wichita	21	105.3	95.7	34.57
Ky.		104.8	95.3	211.01
Lexington	20	106.5	96.8	12.66
Louisville	2	105.6	96.0	53.69
Paducah	11	106.6	96.9	5.55
La.		106.7	97.0	250.06
★ Baton Rouge	22	116.9	106.3	26.07



1st in LOUISIANA

BATON ROUGE

Louisiana's fastest growing market is tops in the state's high spot cities.

LOOK HOW SALES ARE SOARING!

RETAIL SALES
77 percent above the Louisiana average

FOOD SALES
61 per cent above the Louisiana average

GENERAL MERCHANDISE
64 per cent above the Louisiana average

FURNITURE - HOUSEHOLD APPLIANCES
107 per cent above the Louisiana average

AUTOMOTIVE SALES
95 per cent above the Louisiana average

DRUG SALES
95 per cent above the Louisiana average

Baton Rouge's top SELLING force is

STATE-TIMES AND **MORNING ADVOCATE**

Represented by the John Budd Company

Gateway to the MOON



Orlando Sentinel-Star

ASK BRANHAM

Portland, Maine market

1 6 2

rated first* for testing among U. S. cities in 75,000 to 150,000 population group.

rated sixth* for testing among all U. S. cities due to stable economy.

rated second* for testing among all New England cities regardless of population.

*according to Sales Management

the testingest market in the country gives first aid to new products



Johnson & Johnson selected Portland, Maine as a test city because of the ideal conditions required to get the right answers!

94% COVERAGE OF ABC RETAIL ZONE

Portland, Maine Newspapers

PORTLAND PRESS HERALD EVENING EXPRESS
SUNDAY TELEGRAM

represented by Julius Mathews Special Agency

SM HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for June, 1959)

	No. ★ Months Out of Past 24	City Index 1959 vs. 1958	City Nat'l. Index 1959 vs. 1958	$ (Million) June 1959
La. (cont'd)				
Lake Charles	14	106.7	97.0	8.74
Monroe-West Monroe	13	109.1	99.2	9.69
New Orleans	6	103.6	94.2	63.96
Shreveport	15	109.8	99.8	21.07
Maine		105.9	96.3	93.92
★ Bangor	11	112.6	102.4	7.48
Lewiston-Auburn	14	104.4	94.9	7.88
Portland	12	105.4	95.8	12.95
Md.		104.4	94.9	284.64
Baltimore	11	105.3	95.7	122.06
Cumberland	3	107.4	97.6	6.87
Hagerstown	5	106.0	96.4	8.67
Mass.		109.0	99.1	577.15
Boston	8	109.2	99.3	128.43
★ Brockton	12	120.1	109.2	9.68
Fall River	5	109.2	99.3	10.75
★ Holyoke	20	114.0	103.6	8.16
★ Lawrence	19	110.2	100.2	11.12
Lowell	6	105.3	95.7	10.29
Lynn	13	106.9	97.2	10.97
New Bedford	0	105.4	95.8	11.19
★ Pittsfield	4	112.9	102.6	8.04
★ Salem	9	138.8	126.2	9.33
Springfield	13	107.0	97.3	24.59
Worcester	6	109.1	99.2	27.38
Mich.		104.6	95.1	783.98
Battle Creek	17	108.6	98.7	9.01
Bay City	9	104.0	94.5	8.06
Detroit	3	103.8	94.4	226.26
★ Flint	5	112.9	102.6	34.16
Grand Rapids	0	108.0	98.2	30.48
Jackson	6	107.3	97.5	9.96
★ Kalamazoo	6	121.1	110.1	19.01
Lansing	0	103.6	94.2	18.39
Muskegon	4	102.1	92.8	8.86
Pontiac	9	103.6	94.2	12.12
Port Huron	0	104.7	95.2	8.09
Royal Oak-Ferndale	2	101.5	92.3	14.95
Saginaw	0	104.5	95.0	13.74
Minn.		110.2	100.2	363.09
Duluth	7	101.4	92.2	13.18
★ Minneapolis	16	111.4	101.3	87.83
★ St. Paul	17	113.7	103.4	50.20
Miss.		132.1	120.1	161.05
★ Jackson	12	137.2	124.7	19.17
★ Meridian	12	123.6	112.4	6.75
Mo.		108.8	98.9	457.82
Joplin	6	108.6	98.7	6.31
★ Kansas City	16	112.4	102.2	80.02
★ St. Joseph	16	112.6	102.4	9.81
St. Louis	0	107.3	97.5	104.59
★ Springfield	18	112.9	102.6	12.15

The morning after....



YOUR SALES MESSAGE HITS THE 50,000 TV HOMES
covered by Montana's #1 Station

KMSO-channel 13

THINGS BEGIN TO HAPPEN IN WESTERN MONTANA

BECAUSE

KMSO programs the best of all 3 networks . . . plus VIP treatment for ALL commercials.

and that goes for

KGVO RADIO TOO

CBS — ABC — NBC

ask FORJOE or
KMSO-KGVO — MISSOULA, MONT.

The Journal Gives You a Big Slice of Maine

York County, Maine's fourth market, is concentrated heavily in Biddeford-Saco — 42% of the county's retail sales . . . 46% of its general merchandise, 49% of furniture-appliance, 56% of the apparel, 58% of the automotive.

In selling York County, your first step is Biddeford-Saco—and the Journal, the county's one daily reaching 90% of Biddeford-Saco homes.

THE BIDDEFORD-SACO

JOURNAL

BIDDEFORD, MAINE

Represented by
The Julius Mathews Special Agency, Inc.

SM HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for June, 1959)

	No. ★ Months Out of Past 24	City Index 1959 vs. 1958	City Nat'l. Index 1959 vs. 1958	$ (Million) June 1959
Mont.		112.5	102.3	81.94
★ Billings	16	116.4	105.8	9.66
Butte	0	103.6	94.2	5.96
★ Great Falls	12	121.6	110.5	9.53
Missoula	4/7	106.3	96.6	4.20
Neb.		112.7	102.5	170.57
★ Lincoln	17	114.4	104.0	17.34
★ Omaha	16	113.6	103.3	43.37
Nev.		112.6	102.4	41.69
★ Las Vegas	7/12	111.2	101.1	14.12
★ Reno	24	116.6	106.0	12.71
N. H.		108.3	98.5	60.80
Manchester	13	107.3	97.5	10.84
★ Nashua	15	113.5	103.2	5.36
N. J.		111.2	101.1	673.80
Atlantic City	13	109.8	99.8	12.37
★ Camden	13	118.4	107.6	17.44
Elizabeth	5	109.9	99.9	13.73
★ Jersey City-Hoboken	12	114.0	103.6	28.26
★ Newark	9	111.9	101.7	62.00
★ Passaic-Clifton	14	114.5	104.1	21.39
★ Paterson	14	114.5	104.1	22.89
Trenton	23	106.4	96.7	25.73
N. M.		124.5	113.2	98.70
★ Albuquerque	24	125.7	114.3	31.07
N. Y.		107.6	97.8	1885.04
Albany	17	105.4	95.8	21.45
Binghamton	8	104.0	94.5	12.26
Buffalo	0	102.7	93.4	73.06
Elmira	0	104.2	94.7	8.02
★ Hempstead Township	24	121.1	110.1	131.09
Jamestown	2	109.5	99.5	6.61
New York	18	108.0	98.2	899.07
Niagara Falls	9	104.3	94.8	12.51
★ Poughkeepsie	2	110.8	100.7	9.25
Rochester	20	108.2	98.4	57.18
Rome	3	103.0	93.6	4.96
Schenectady	4	101.1	91.9	13.62
Syracuse	6	108.6	98.7	34.81
Troy	13	102.9	93.5	9.74
Utica	4	107.4	97.6	13.11
N. C.		114.8	104.4	374.60
Asheville	11	109.2	99.3	10.93
★ Charlotte	15	114.4	104.0	29.33
★ Durham	11	113.2	102.9	10.70
★ Greensboro	24	127.7	116.1	24.90
★ Highpoint	18	112.8	102.5	7.54
★ Raleigh	15	111.0	100.9	13.48
Salisbury	0	109.7	99.7	5.02
Wilmington	0	105.3	95.7	6.47
★ Winston-Salem	7	110.9	109.9	18.57

There's only one way through THIS LOYALTY CURTAIN

Your advertising bucks a reader loyalty curtain if it tries to sell the Little Falls market through outside newspapers. It just can't be done. The Times alone delivers your message *inside* the market . . . gets the attention of its families . . . influences the spending of their $53,890,000 income and brings big sales for you.

Little Falls Times
LITTLE FALLS, N. Y.

Represented by
The Julius Mathews Special Agency, Inc.

You Can be SURE . . When You Use the Salisbury POST

Yes . . . you are sure of 17,800 responsive circulation. All metropolitan state papers combined have a circulation in Salisbury-Rowan of but a fraction over 3,500.
The POST is the ONLY newspaper published in the Salisbury-Rowan market.
Use the **POST.**
It sells . . . profitably.

Salisbury Evening Post
Salisbury Sunday Post

Published in the Tri-Cities
Salisbury—Spencer—East Spencer
Post Office:

SALISBURY, NORTH CAROLINA

OHIO'S NO. 1 GROWTH MARKET

Food Sales
Family: $1,083
Total: $62,030,000

Food is a big item with families in this market of big industries and high income—9th in size among Ohio's metropolitan areas, but 6th in food sales! (And rated among the 50 FASTEST-GROWING areas in the nation).

Start now to get your share of the market's booming Sales — Schedule the Chronicle-Telegram.

Chronicle-Telegram
"The Family Magazine"

ELYRIA, OHIO

Circulation 24,138 ABC 3/31/58

DOUBLE the Number of City Families

Represented by
The Julius Mathews Special Agency, Inc.

THE TOTAL SELLING MEDIUM IN ALTOONA, PA.

Is the daily Newspaper . . . and for nearly 85 Years

The Altoona Mirror

has proven to be the NUMBER ONE SELLING MEDIUM for Altoona's Entire Shopping Area!

Every Evening the MIRROR is an Invited Guest in 98% of All Altoona Homes.

Altoona Mirror

Altoona, Pennsylvania's Only Newspaper
RICHARD E. BEELER, Adv. Mgr.

SM HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for June, 1959)

	No. ★ Months Out of Past 24	City Index 1959 vs. 1958	City Nat'l. Index 1959 vs. 1958	$ (Million) June 1959
N. D.		111.8	101.6	72.56
★ Fargo	24	112.9	102.6	9.02
Ohio		105.1	95.5	973.88
Akron	12	107.8	98.0	40.79
Canton	0	105.5	95.9	17.77
Cincinnati	0	107.5	97.7	76.14
Cleveland	7	103.6	94.2	127.43
Columbus	23	107.7	97.9	69.01
Dayton	0	108.4	98.5	45.93
Elyria	0	104.4	94.9	5.02
Hamilton	0	107.9	98.1	9.88
Lima	0	103.5	94.1	8.37
★ Lorain	8	111.3	101.2	7.58
Mansfield	0	107.4	97.6	9.54
Middletown	3	106.9	97.2	5.73
Portsmouth	0	105.1	95.5	5.78
★ Springfield	2	111.9	101.7	22.39
Steubenville	0	104.0	94.5	7.61
Toledo	0	104.5	95.0	41.21
Warren	2	106.0	96.4	9.11
Youngstown	6	102.1	92.8	24.28
Zanesville	0	106.4	96.7	6.14
Okla.		104.6	95.1	211.69
Bartlesville	8	102.9	93.5	3.13
★ Muskogee	21	121.0	110.0	5.70
Oklahoma City	0	106.0	96.4	42.94
Tulsa	11	103.2	93.8	33.37
Ore.		114.4	104.0	203.98
★ Eugene	7	118.7	107.9	10.24
★ Portland	10	114.8	104.4	69.70
★ Salem	23	117.7	107.0	9.93
Penna.		108.4	98.5	1115.00
Allentown	16	103.4	94.0	18.15
★ Altoona	11	110.4	100.4	8.32
Bethlehem	8	100.3	91.2	6.79
★ Chester	19	113.0	102.7	11.65
Erie	0	103.1	93.7	17.32
★ Harrisburg	17	110.6	100.5	18.96
Hazleton	0	106.6	96.9	4.29
Johnstown	10	103.0	93.6	10.31
★ Lancaster	8	110.9	100.8	12.80
★ Norristown	24	113.2	102.9	7.88
Oil City	0	104.0	94.5	2.25
★ Philadelphia	7	112.0	101.8	252.91
Pittsburgh	6	108.4	98.5	95.03
Reading	0	104.0	94.5	15.05
Sharon	0	105.9	96.3	4.57
Scranton	6	105.3	95.7	13.27
Wilkes-Barre	13	105.9	96.3	10.29
Williamsport	0	108.6	98.7	6.41
York	10	104.0	94.5	11.07
R. I.		108.3	98.5	86.90
★ Newport	10	126.9	115.4	4.42
Pawtucket-Central Falls	0/10	104.1	94.6	9.21

WHY MISS worth-getting extra R.I. sales . . . when Woonsocket offers you a $66-million "Bonus" (SM '58 Survey)? You cover 98% of this rich 64,596 ABC City Zone plus surrounding industrial areas with one low-cost buy, Woonsocket's only local daily, the

WOONSOCKET CALL
COVERS RHODE ISLAND'S PLUS MARKET

Representatives:
Gilman, Nicoll & Ruthman
Affiliated:
WWON, WWON-FM
ABC

Yes, Doctor—



Only the GLOBE TIMES Covers BETHLEHEM, Pa.!

Fact: Food sales in booming Bethlehem, Pa. exceeded $24,918,000 last year! To get your share of sales in this vital market, do as Allentown retailers do—use the GLOBE TIMES, the only paper that covers the Bethlehem city zone completely!

The Bethlehem Globe-Times
Rolland L. Adams, Publisher
Gallagher-DeLisser, Inc., National Representatives

-SM- HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for June, 1959)

	No. ★ Months Out of Past 24	City Index 1959 vs. 1958	City Nat'l. Index 1959 vs. 1958	$ (Million) June 1959
R. I. (cont'd)				
Providence	16	107.3	97.5	33.58
★ Woonsocket	4	117.9	107.2	6.63
S. C.		107.4	97.6	155.28
Charleston	23	109.5	99.5	12.70
Columbia	22	108.2	98.4	15.99
Greenville	12	104.4	94.9	12.54
★ Spartanburg	4	114.4	104.0	7.18
S. D.		123.3	112.1	82.42
★ Aberdeen	10	110.4	100.4	4.29
★ Rapid City	15	123.2	112.0	8.13
★ Sioux Falls	17	131.5	119.5	11.99
Tenn.		110.5	100.5	284.06
★ Chattanooga	10	117.4	106.7	23.79
Knoxville	3	109.0	99.1	22.35
Memphis	8	103.6	94.2	57.34
★ Nashville	21	122.8	111.6	40.19
Texas		109.2	99.3	972.77
★ Abilene	18	110.9	100.8	8.91
★ Amarillo	24	118.6	107.8	19.84
★ Austin	24	115.8	105.3	21.07
Beaumont	14	102.7	93.4	14.48
Corpus Christi	9	104.3	94.8	20.85
★ Dallas	21	111.4	101.3	106.51
★ El Paso	24	115.2	104.7	28.75
★ Fort Worth	11	113.9	103.5	56.12
Galveston	6	100.7	91.5	7.54
Houston	2	104.9	95.4	110.54
Laredo	17	104.4	94.9	4.78

NEWPORT

RHODE ISLAND'S RICHEST MARKET

2nd High-Spot City in New England

Isolated from Outside Influence

70% of Newport County's population and 76% of its $128,244,000 income are inside Newport City Zone—independent of outside selling influence. The Daily News concentrates 88% of its circulation in the city zone, reaches 63% of all Newport County families.

The Newport Daily News

Newport County's Only Daily

Largest Circulation in Southern Rhode Island

Represented by
The Julius Mathews Special Agency, Inc.

-SM- HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for June, 1959)

	No. ★ Months Out of Past 24	City Index 1959 vs. 1958	City Nat'l. Index 1959 vs. 1958	$ (Million) June 1959
Texas (cont'd)				
★ Lubbock	21	121.7	110.6	19.92
Port Arthur	17	98.7	89.7	8.40
San Angelo	16	109.7	99.7	8.44
★ San Antonio	18	111.9	101.7	58.38
Texarkana	1	106.5	96.8	7.10
Tyler	11	107.5	97.7	7.88
★ Waco	17	111.3	101.2	13.60
★ Wichita Falls	10	116.2	105.6	11.34
Utah		106.3	96.6	79.66
Ogden	21	107.5	97.7	8.91
Salt Lake City	12	107.3	97.5	34.24
Vt.		109.9	99.9	39.96
★ Burlington	24	114.8	104.4	6.20
Rutland	14	104.0	94.5	3.13
Va.		112.8	102.5	344.37
Danville	7	102.2	92.9	5.65
★ Lynchburg	6	111.8	101.6	7.21
★ Newport News	4	113.1	102.8	11.76
Norfolk	4	106.4	96.7	32.53
★ Portsmouth	14	111.7	101.5	10.13
★ Richmond	24	126.0	114.5	46.22
Roanoke	12	105.3	95.7	12.63
Wash.		110.5	100.5	301.40
Bellingham	15	106.3	96.6	3.69
★ Everett	14	112.5	102.3	7.09
★ Seattle	16	112.9	102.6	90.87
Spokane	1	105.3	95.7	26.00
★ Tacoma	7	114.3	103.9	24.11
★ Yakima	15	110.1	100.1	9.45
W. Va.		100.2	91.1	138.45
Charleston	10	100.2	91.1	15.79
Huntington	11	101.8	92.5	12.02
Wheeling	1	102.2	92.9	9.22
Wis.		106.8	97.1	411.28
Beloit-Janesville	5	99.3	90.3	8.82
Green Bay-Appleton-Neenah-Menasha	4/11	99.2	90.2	19.44
★ Kenosha	2	113.2	102.9	7.83
★ La Crosse	15	110.1	100.1	8.05
Madison	18	109.6	99.6	18.23
Milwaukee	20	109.9	99.9	105.34
Oshkosh	2	108.1	98.3	6.46
Racine	6	105.7	96.1	9.97
Sheboygan	2	106.4	96.7	6.14
Superior	10	102.1	92.8	3.75
Wyo.		112.1	101.9	41.53
Casper	18	105.9	96.3	6.90
★ Cheyenne	21	121.8	110.7	6.69
CANADA		110.0	100.0	1394.36
Alberta				
Calgary	8	103.7	94.3	21.48
★ Edmonton	5	112.8	102.5	27.03
British Columbia				
Vancouver	8	107.4	97.6	59.74
Victoria	20	97.9	89.0	11.01
Manitoba				
★ Winnipeg	14	116.1	105.5	35.64
New Brunswick				
Saint John	10	100.8	91.6	6.21
Nova Scotia				
Halifax	4	109.3	99.4	11.87
Ontario				
Hamilton	0	106.2	96.5	25.33
★ London	16	115.7	105.2	16.68
★ Ottawa	18	129.1	117.4	30.05
★ Toronto	24	115.2	104.7	149.70
Windsor	0	104.1	94.6	11.98
Quebec				
★ Montreal	16	110.2	100.2	134.41
★ Quebec	7	110.3	100.3	19.80
Saskatchewan				
Regina	19	106.8	97.1	13.79



When Canada Buys . . .

Retail sales in the Toronto market exceed $2,000,000,000 a year. And in Toronto 62.7%* of all daily newspaper readers read the

TORONTO DAILY STAR

80 King Street West, Toronto

In the United States:
Ward Griffith & Co. Inc.

**Gruneau Research Survey 1958*

are you *reaching* them?



Is your story getting through — to the audience you want to reach? An expertly produced motion picture penetrates — gets action. . . . Warning: select an *experienced* producer.

Atlas Film Corporation

OAK PARK, ILL.
CHICAGO PHONE: AUSTIN 7-8620
WASHINGTON • CHICAGO • HOLLYWOOD

Famous Names ANTIQUE KENTUCKY STRAIN

CROWN Rubber Ad Rugs & Counter Mats

Take Giant Sales Steps

WRITE CROWN RUBBER CO., Fremont, Ohio



CARTOONS READY TO USE

Timely, classified art work. 80 drawings each issue. Ideas and thought stimulators. Write for complete details to:

ART MART SERVICE

P.O. Box 2121 - Dallas 1, Texas

Hiring Salesmen?

Write for a sample copy of Sales Management's application blank.

Address:

Sales Management

630 Third Ave.

New York 17, New York

EXECUTIVE SHIFTS IN THE SALES WORLD

American-Standard . . . .
E. F. Eddy appointed manager of marketing services, Amston Supply Division.

Bausch & Lomb Optical Co. . . .
William W. McQuikin elected president and chief executive officer.

Bigelow Rugs and Carpets . . . .
Patrick A. DeBiase promoted to vice president, Marketing Division.

Container Corporation of America . . . .
Howard E. Garland promoted to sales manager, Corrugated Shipping Container Plant.

Edwards Co., Inc. . . .
Robert L. Kempton promoted to vice president in charge of marketing.

Einson-Freeman Co., Inc. . . .
Robert Benchley, Jr., appointed vice president and sales manager.

General Electric Co. . . .
Guy E. Warner promoted to sales manager, Process Computer Department.

General Foods Corp. . . .
Leon A. Miller elected vice president of the corporation; Robert D. Dills promoted to national sales manager, Perkins Division.

The Glidden Co. . . .
Paul W. Neidhardt appointed general sales manager, Paint Division; William D. Kinsell, Jr., made national trade sales manager, Paint Division.

I. Rokeach & Sons, Inc. . . .
David Saltzman appointed vice president and director of sales.

Johnson & Johnson . . . .
Vincent J. Robinson named president, TEK Hughes and Hughes Brushes of Canada, Ltd., Divisions.

The Fred W. Kiemle Co. . . .
James W. McGarity promoted to sales manager, Motor Control Department.

Olin Mathieson Chemical Corp. . . .
James L. Wetzel made director of sales, Explosives Operations, Energy Division.

Orange Crush Co. . . .
Derrill W. Stevenson appointed national fountain sales manager.

Outboard Marine Corp. . . .
John P. Litchfield named sales manager of Lawn-Boy, Power Mower Division.

Oxford Paper Co. . . .
Andrew M. McBurney, vice president sales, elected a member of the board of directors.

Red L Foods Corp. . . .
Stephen Patrice elected vice president in charge of sales.

Rubbermaid Inc. . . .
E. J. Fredericks and L. E. Gigax elected vice presidents to head sales and manufacturing operations.

St. Regis Paper Co. . . .
Bernard W. Recknagel elected vice president.

Schenley-I. W. Harper Distillers Co. . . .
Harold B. Barg appointed national brand manager in charge of sales of Schenley cordials and brandy.

A. E. Staley Manufacturing Co. . . .
Eugene R. Weckerly made sales manager for refined oil.

Tennessee Fabricating Co. . . .
Jack J. Leppert elected vice president, marketing and sales.

Toledo Blade . . . .
Herbert G. Wyman appointed advertising director.

United Fruit Co. . . .
H. Gordon Scowcroft elected vice president in charge of marketing, a newly created position.

United States Rubber Co. . . .
Travis W. Brasfield made commodity sales manager, Naugatuck Chemical Division; Virgil C. McQuiddy, Jr., named general sales manager, Textile Division; Raymond A. All promoted to newly-created post of director of marketing, Textile Division.

Whitso, Inc. . . .
William F. Brown made sales manager.

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SM

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VICE PRESIDENT, SALES
Randy Brown

SALES PROMOTION MANAGER
Philip L. Patterson

Asst. to Vice President, Sales
Cecelia Santoro

ADV. SERVICE MANAGER
Madeleine Singleton

PRODUCTION MANAGER
Virginia New

DIVISION SALES MANAGERS

New York—W. E. Dunsby, Wm. McClenaghan, Elliot Hague, Robert B. Hicks, Dan Callanan, F. C. Kendall, Ormond Black, 630 Third Ave., New York 17, N. Y., YUkon 6-4800.

Chicago—C. E. Lovejoy, Jr., Western General Manager; W. J. Carmichael, Western Advertising Director; John W. Pearce, Western Sales Manager; Thomas S. Turner, Thomas McDonough, 333 N. Michigan Ave., Chicago 1, Ill., STate 2-1266; Office Mgr., Vera Lindberg.

Pacific Coast—Warwick S. Carpenter, 15 East de la Guerra, Santa Barbara, Calif., WOodland 2-3612; (space other than publication or broadcasting accounts), M. A. Kimball Co., 2550 Beverly Boulevard, Los Angeles 57, Cal., or 681 Market St., San Francisco 5, Cal.

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HUGHES PRINTING CO.
EAST STROUDSBURG, PA.

THE SCRATCH PAD



BY T. HARRY THOMPSON

Ruminant thought on a spring morning: The first essential of a copywriter is not the mere ability to write, but the ability to think. Any jackass can pick out words on a four-bank Corona.

•

For pests at a pour (cf. "cocktail party"), there ought to be a market for an Instant Mickey Finn.

•

When bigger tail-lights are built, they'll be on the south end of a Ford.

•

After some 11 years, it was gratifying to pick up a bottle of Prior Beer in Newtown, Pa., and see an old line of mine on the label: "Liquid Luxury."

•

Sign over a cash-register in a Miami fruit market: "Miss Helen Waite has been appointed our credit manager. Therefore, if you desire credit, go to Helen Waite."

•

Meant to say sooner that I liked the theme of a mailer for WJR, Detroit: "Snake-Eyes Means You Lose." The dice were single-spotted to roll snake-eyes every throw. Copy said the sponsor gets a "fair shake" only when a single commercial is aired in a single-announcement availability. Campbell-Ewald is WJR's agency.

•

Proverbs: Short sentences drawn from long experience.—Cervantes.

•

Guesting for Cedric Adams in The Minneapolis Star, Don Raihle quipped that, when the doc says you're sound as a dollar, you're half dead.

•

Overheard in a fur store: "How would you prefer your husband to be billed . . . in a series of piddling amounts or just one staggering jolt?"

•

Version 9,762: "Have Tile—Will Lay," seen on a floor-covering truck by Paul McCay.

•

The wise man knows everything; the shrewd man, everyone, it says here.

•

They say nothing improves your driving habits like a police car.

I once headed a color page: "A hundred-thousand-dollar organ playing just for you!" I liked organ tones, from the deep diapason of the bass to the tremolo in the upper register that was pure bird song. Then the funeral dierctors adopted the pipe-organ and I can't shake off the macabre connection.

•

If it's important, it's often imported, I gather from a New York Times booklet titled: " 'Imported' . . . the big advantage in the U. S. A."

Dave Arnold, media mogul of Gray & Rogers, says it looks like a bad year in Selingsgrove, Pa. An RCA television poster is signed by a local dealer, Lose Sales Co. Right below that listing in the telephone book is Loss Auto Sales Co.

•

Fidel Castro revolted and is still revolting, some say.

•

"Cold sufferers never dry . . . they just blow away," says Novahistine, reported by W. H. Mysch.

•

Awhile back in The Detroit News, the make-up man let the news run into an ad, with this interesting result: "Gov. Williams received the following telegram from Trombly: 'How I learned I don't need a hearing-aid'."

•

There's still time for some economy-car to talk about Nineteen Thrifty-Nine.

Copywriters Anonymous

Advertising writing, by its very nature, is anonymous and will remain so.

An uninformed public may believe that General Foods, General Motors, General Electric, and General Dynamics may assign a staff member (say a top sergeant) to write the copy.

Which is to say that many people never heard of advertising agencies and their hired mercenaries. After all, those pages are signed by the advertiser, aren't they?

Somewhere or other, I read that J. P. Marquand once wrote copy for a Madison Avenue agency. One day, it struck him that, though the pay was adequate, copywriters are an anonymous lot and he wanted no part of the deal.

Elbert Hubbard, who went down with the Lusitania, made considerable reputation (and cash) by writing by-lined advertisements and brochures. Being handy with words, he picked up quite a nice living aside from his publishing business in East Aurora, N. Y.

With enough ham in me for several sandwiches and an omelet or two, I sometimes think I'll bid for by-lined booklets on a fee basis.

No longer will I be satisfied by pages signed by Watch & Waite, Front & Center, or the John Q. Smith Corp.

The copy will be untouched by human hands other than mine, designed to sell its little head off, or I won't put my name on it.

Well, a member of Copywriters Anonymous can dream, can't he?

T.H.T.

HUGHES PRINTING CO.
EAST STROUDSBURG, PA.



GOOD SIGNS

. . . Detroit's on the GO!

- *Plans for Huge 20-Building $100 Million Riverfront Center Announced by Realtors!*
- *Gas Co. Acquires Site for $20 Million 20-Story Downtown Office Building!*
- *4 New Giant Shopping Centers Being Built—Investments of Over $28 Million!*
- *Big Food Chain Announces Additional $20 Million Expansion!*
- *New $8 Million Automobile Supermarket Plans Announced for Northland Center!*
- *Plans Announced for 8 Large New Hotel-Motels and 3 Downtown Apartment Skyscrapers!*

PRIVATE INTERESTS, as well as utilities and industry, are investing millions in Detroit's future. In this great and growing market, The Detroit News is the DOMINANT advertising medium. It consistently carries more lineage than both other newspapers combined. And its circulation—weekdays and Sunday—is highest of all Michigan newspapers, and is now the *highest in Detroit News' history!*

The Detroit News

First in Circulation 463,469 Weekdays, 575,276 Sunday, ABC 9/30/58

New York Office . . . Suite 1237, 60 E. 42nd St.
Pacific Office . . . . 785 Market St., San Francisco
Chicago Office . . . 435 N. Michigan Ave., Tribune Tower
Miami Beach . . . . The Leonard Co., 311 Lincoln Road



More readers.....more advertising-

THE TRIBUNE GETS 'EM IN CHICAGO!

The Tribune sells 900,000 copies daily, 1,275,000 on Sundays—over one and a half times the circulation of any other Chicago paper. It is read by more families in Chicago and suburbs than the top 5 national weekly magazines combined. More than 6 times as many Chicagoans turn its pages as turn on the average evening TV show! Advertisers spent over $60,000,000 in the Tribune last year—more than in all the other Chicago newspapers put together. Unmatched, also, is the Tribune's record of advertising results. It outpulls other Chicago papers 3 to one, 4 to one, even 15 to one—evidence of a selling FORCE which is uniquely the Tribune's in Chicago!